

PRINTERS' INK

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How Creo-Dipt Stain Sales Were Increased 33⅓ Per Cent

A Special Campaign Was Put Behind a Neglected Product and Many New Outlets Opened Up

By Marland S. Wolf

Manager, Stain Department, Creo-Dipt Company, Inc.

IN September, the 1931 sales of Creo-Dipt stains passed 1930's total volume, and since then they have continued to increase at the rate of 33⅓ per cent over a year ago.

The Creo-Dipt Company, which started marketing its stains three years ago, has advertised and sold Creo-Dipt stained shingles for the last twenty years. During this time, it and its competitors have produced shingles for the sidewalls and roofs of tens of thousands of houses all over the country.

Strangely enough, however, no one had ever seriously attempted to reach the thousands whose shingle homes need regular reconditioning. Paint distributors, who are the natural outlet for a product of this nature, all carried limited stocks of shingle stain which they made themselves or bought from various paint manufacturers. However, no one considered shingle stains seriously—they were quite obscured by oils, varnishes, lacquers and the other products which make up the sinews of the paint industry.

Shingle stains were without benefit of sales contests or advertising. There they were—you took them if you wanted them, and if you didn't no one bothered you. This situation was both an advantage and a disadvantage to our organization.

It was an advantage because possible competition was unaware of

its opportunities, or disdainful toward them in comparison with its other products. It was a disadvantage because apathetic distributors require a lot of persuasion and demonstration to convince them that a step-child can really amount to something in the world of increased profits and volume.

The manner in which the company overcame this inertia is the answer to the steady growth of its stain business. Perhaps the best way to illustrate the method is to analyze a campaign tried with marked success this fall. For, although one campaign does not make a sales record, this campaign illustrates the type of merchandising which successfully solves the kind of distribution problem our company had to answer.

The purposes of the campaign were fourfold:

1. To open every desirable prospective jobber not already handling our line of stains as a distributor.

2. To sell every active jobber a stock order.

3. To assure the jobber, whether old or new, a profitable fall business if he went into this campaign and properly followed it up.

4. To get the jobber's active cooperation in following up the campaign. The company naturally wanted him to follow up every prospect because that was the best way to prove to him how large the re-staining market really is.

I HAVE SHARED

At eleven o'clock 550—575—600 men line up before the doors of the Bowery Mission for a bowl of stew and a great generous slice of bread. Again at nine o'clock 400 men, all that can crowd into the chapel, get a husky sandwich and a bowl of steaming coffee. This is the Bowery Mission Bread Line, that you have always heard of, but probably have never seen.

For over fifty years the generosity of Christian Herald readers has made it possible for us to feed and cloth and, many times, send these men back to their families—heartened in body and spirits, restored to manhood.

"What has this got to do with advertising?" you ask.

Just this. Men and Women, and their children, who contribute so generously to the support of Christian Herald's charity, naturally look on Christian Herald as *their* magazine—they consider themselves members of the Christian Herald Family. The warmth of relationship that exists between Christian Herald and its readers extends to the advertisers using our columns—it is a bond that means an extraordinary responsiveness—a hidden value that can't be measured by statistics or investigations. It is *your's* if you advertise in Christian Herald—no other magazine can sell you *this* value.

CHRISTIAN HERALD

419 Fourth Avenue, New York

Monthly . . . 25c a Copy

GRAHAM PATTERSON	-	.	-	Vice-President
J. PAUL MAYNARD	-	-	-	Advertising Manager

was a two-color broadside utilizing a copy theme and illustration which had brought a large number of returns in the company's consumer advertising. On the outside was an illustration of a painter's hand brushing a shingle surface with the caption above it "Give Faded Shingles New Color and Life." The illustration and caption were repeated on the inside, and with them went the teaser copy reading: "If you've been wondering what to do about faded old shingles, turn the page."

The inside spread carried a photo of a stained shingle home, the caption "Creo-Dipt stains are the only proper material for recoloring old shingles," explanatory copy about these stains, the jobber's imprint in bold type and a return card addressed to the jobber.

The broadside was followed at three-day intervals by two letters, on stationery imprinted with the jobber's name and address, repeating the message of the broadside. A return card addressed to the dealer and a folder were enclosed with each letter.

Another important feature of the campaign, and one which greatly increased the distributor's enthusiasm, was the manner in which the company tied in his painter and dealer customers. A paint jobber does both a wholesale and retail business. A large percentage of the former is carried on with master painters, most of whom have been hard hit in the current depression and are exceedingly anxious to get work.

As soon as a distributor placed his initial stock order, the company took his painter list and circularized it with a broadside which invited the painter to co-operate in the campaign. This broadside carried the same illustration used on the consumer mailing piece—a picture of a painter's hand and above it the caption "Brush Out Depression." The caption and illustration were repeated on the inside, with additional copy urging the painter to "Join our big drive for new stain business." The broadside then went on to tell how the jobber was compiling a mailing list

of shingled houses in need of re-staining, making mailings to them and contacting them through personal calls and over the telephone.

The broadside, over the jobber's signature, pointed out that this was a new, non-competitive market and offered the painter a portion of the list so he could contact the prospects and take their orders for these stains and any other painting they needed. There was a return card in the broadside, addressed to the jobber, asking for a list of prospects and some of our literature imprinted especially for the painter.

This broadside, as well as the two letters that followed it, prominently displayed the jobber's name and address.

Distributors were quick to see the opportunity this campaign gave them of going to their painter customers with an idea which would increase their business. Not only did it offer the painter an entirely new outlet for his labor, it also gave him the opportunity to solicit additional work from his Creo-Dipt stain customer. For example, every re-staining job is also a trim painting job and once an enterprising painter starts working he can find any number of other things around a home that need rebeautifying.

The company tries very hard to get the jobber to open retail accounts by using these stains as a leader. This is often a difficult task because of the equivocal position of the so-called paint distributor who does both a wholesale and retail business. Many of the smaller dealers are jealous of the distributor, considering him a competitor who can undersell because of the larger trade discounts he can demand from manufacturers.

The company has been increasingly successful during the last year in helping break down this resistance through missionary work on the part of its own salesmen, through encouraging the jobber to maintain the company's list prices and through merchandising helps similar to its fall stain campaign.

(Continued on page 100)

4¹/₄ Millions Saved *just for Christmas!*



CHRISTMAS Club checks totaling close to \$4,250,000 will be mailed the first of December to holders of Club accounts in Rhode Island banks.

This estimate by bank officials is above the 1929 total. It is but a drop in the great reservoir of Rhode Island savings, which have set a record mark well over a third of a billion—more than twice the proportionate per capita figure for the United States.

Journal-Bulletin FAMILIES

In Providence

19 OUT OF 20

In Rhode Island

2 OUT OF 3

of all families
who read English

Christmas Club checks are significant, however, as a fund specifically intended to be available for spending at this season. Their release early in December is a definite stimulus to retail trade—and particularly to the sale of advertised products which have a gift appeal.

The **PROVIDENCE**
JOURNAL and BULLETIN
Dominating **New England's Second Largest Market**

R.I.

CHAS. H. EDDY CO. *Representatives* R. J. BIDWELL CO.
Boston • New York • Chicago San Francisco • Los Angeles • Seattle

J. WALTER
THOMPSON
COMPANY

Product research • study of markets and
merchandising • complete advertising service in
newspapers, magazines, radio, and outdoor.
An organization of more than eleven hundred
people, located in twenty-two offices in
the market centers of the world

NEW YORK • 420 Lexington Avenue • 1 Wall Street

CHICAGO • 410 North Michigan Avenue

SAN FRANCISCO • BOSTON • CINCINNATI • ST. LOUIS

LOS ANGELES • MONTREAL • TORONTO • • London

Paris • Madrid • Stockholm • Copenhagen • Berlin • Antwerp

Sao Paulo • Buenos Aires • Port Elizabeth • Bombay • Sydney

Latin-American and Far Eastern Division, 420 Lexington Ave., New York

Who Wrote It?

Old-Fashioned Sincerity and Directness Badly Needed in
Much Advertising

By Amos Bradbury

QUITE naturally my mail contains more charity appeals these days than it has for many years past. These appeals come from all sorts of sources and one realizes the worthiness of practically all of them. Yet as the flood increased I found myself wondering who wrote some of them. Too many bore unmistakably the professional touch. Beautifully printed, finely illustrated, the words about the various charities had a sort of sameness. Some of them sounded to me like clever copy as against an urgent belief in the cause. There were many fine words but many of them lacked that real ring of sincerity which appeared occasionally in a personal letter written by a woman who had given her life to a cause and had been out ringing doorbells just before she sat down to write the letter.

Then recently through the mail there came a booklet from the Salvation Army. Somehow it was different. I read it over carefully. The type wasn't so "swell," the words weren't fancy, but somehow each one seemed to have a ring of sincerity.

The writer told of the free food stations. He pointed out that the sight of a long column of men lining the sidewalk waiting for a bowl of stew and a hunk of bread was as abhorrent to the Salvation Army as to other people who have had their sensitive feelings shocked by this satire on our social system. "But," said the booklet, "a hungry man is a desperate man." Food stations were written about as front line trenches against possible disorder.

der. "Oatmeal porridge for the early morning breakfast of those who tramp the streets from dawn looking for work," sounds as though it had been written by a man who knew what he was writing about. In writing about homeless men the writer told how care was taken that the man's self-re-

THE SALVATION ARMY

has over two thousand centers, always open, with a welcome for the poor and distressed. In normal times these outposts of social welfare minister to the limit of their capacity. But during the past year the work of helping and healing has increased almost beyond calculation. Men and women who never before knew poverty have been added to the ranks of the hungry. Ashamed, bewildered, they have sought the aid and advice of The Salvation Army. Thousands of homes have been saved from ruin. The unemployed have been fed and clothed, turning a menace to society into an asset.

An even larger program is demanded this Winter. The contribution of The Salvation Army to the solution of the unemployment problem in national emergency relief, Christmas baskets, family welfare and a dozen other forms of assistance will cost over \$4,000,000. We rely on our friends to give us that amount.

Portion of a Salvation Army Magazine Advertisement

spect was guarded. He told how the Army insisted on his giving four hours of labor a day in one of the various work shops; how with the co-operation of the New York Telephone Company, premises were loaned free of cost and two floors were fitted up as a cafeteria for young women who left their lodgings early in the morning in search of work and couldn't return until evening. People who often commenced the day with no breakfast needed these rest rooms, and the cafeteria meal was offered at a charge of 10 cents, if the girl had it; no charge if she didn't. Here was a booklet which moved me by its simplicity. It wasn't clever



**WALTER
WINCHELL**



**WALTER
LIPPMANN**



**HEYWOOD
BROUN**

All three of these gentlemen of the pen write, exclusively in Iowa, for

**The Des Moines
Register and Tribune**

The newspaper that more than 200,000
Iowa families depend upon!

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copy but it read like the urgent belief of the man who wrote it. When I saw later a magazine advertisement signed by the Salvation Army in which another simple phrase was used which moved me, curiosity got the better of me and I found out what had by that time become almost a certainty.

The man who writes the copy is W. L. Devoto, who has been an active member of the Salvation Army for many years. Here is a man in the uniform of that great Army, continually on the firing line. He gets his facts from his own experience and from his fellow Army members who go into the homes, talking to the men and women who come to the canteens and to the bread lines.

* * *

Last night as I looked over the pages of my favorite publication, I was asking myself the same question, "Who wrote it?" It was almost possible while reading the pages to discover the ones that were written by the clever adcrafters and those that were written by men who had talked to salesmen, who had gone out where the goods were sold, who had been talking to consumers. It was easy to feel, as I did previously in the case of some of the charity appeals which came to my desk, that too many of them were written by advertising craftsmen, keen about the sound of a word and their mastery of it. When I was reading the Salvation Army booklet, I was reading words, not type. I was getting the man's story, not thinking about the way he was writing it.

Too rarely as I turned the pages did I notice that look and feel of sincerity, simplicity and directness which set the seal of authenticity on the advertising itself. Some of them did have that honesty of look, that believability which came, I believe, because the men who wrote them, like Devoto of the Salvation Army, had gone out into the streets and byways to get the facts.

Years ago we didn't have the conscious craftsman in advertising. In the old days when I first read advertising it was written by the boss. It wasn't very fancy. Sometimes the English wasn't entirely

correct. But it told a direct story, how the thing worked, what it would do, why a man should buy it. The man who wrote it knew that it had to sell goods for him. It was something he had to say about his product to get next month's rent. The experts who came later into advertising brought beauty and style, but I am wondering whether in the process they didn't lose something of that simplicity and directness which marked the old-time advertisements I remember.

* * *

To see if my memory was fooling me I looked today at an old magazine I have. It is the July *Harper's* of 1896, pre-Spanish war. The leading article was "General Washington" by a professor of history named Woodrow Wilson.

The Gold Dust copy was simple and direct. "When you climb the stairs at night." Simple words followed about tired women.

Another N. K. Fairbanks advertisement told how to keep shirt-waists in the springtime of life by washing with this soap. Murphy Varnish told how a good finish in a home made for "fixed and solid value." Ivory Soap told how a bath was a good tonic and fine for the nerves. An airbrake maker told how just one squeeze slowed down a wild bicycle, and Dixon told how its graphite saved muscles on steep grades.

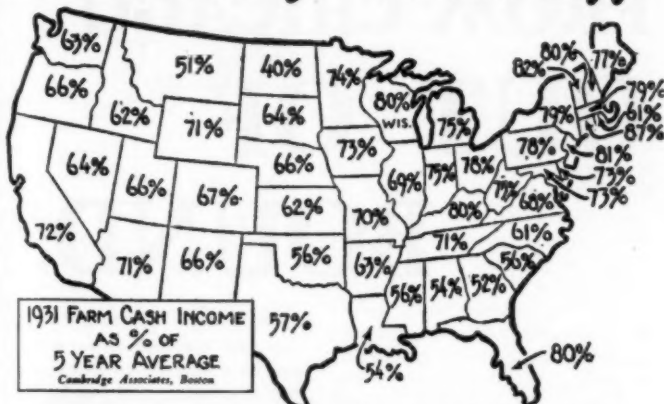
I could cite twenty advertisements in this issue which in simple words told the customer what the product would do.

Each of these advertisements has a ring of sincerity as though the man who wrote it had something on his chest he had to say, and was more interested in saying it than in writing what Cyrus Curtis once called "a nice little mess of words."

Sometimes I wonder if many manufacturers don't also ask about their copy, "Who wrote it? A man in a cubby-hole turning out words or a man who talked to the salesmen, to the buyers, to the retailer and got his stuff hot off the griddle?"

It is a question that is pertinent at a time when advertising is getting back into shirt sleeves.

Wisconsin Farmers Are Relatively "Well-Off"



THE average farmer in the United States will receive in cash income from his products this year only 68% of what he received on the average in the preceding five years. But Wisconsin farmers, always leaders in wresting a maximum return from the soil, continue to have a relatively high income which is 80% of the five year average.

Diversified agricultural efforts stabilize the farm income in Wisconsin just as diversified industrial production maintains a high level of buying power in Milwaukee. The combination makes the Milwaukee-Wisconsin market one of the most steady buying areas at all times. Here, too, you can increase the margin of profit because of thorough one paper coverage afforded by The Milwaukee Journal at one low advertising cost.

THE MILWAUKEE JOURNAL
FIRST BY MERIT

40 MILES FROM CHICAGO IS OUT OF BOUNDS



IN BUSINESS, as in golf, the big idea is to shoot the course in the fewest strokes possible. Not how many, mind you, but how—FEW! . . . Shanked shots, stubbed shots, topped shots, hooks and fades—all this is the mark of the dub or, worse still, the man who doesn't care.

The Audit Bureau of Circulations has carefully surveyed this Chicago territory and very definitely established the outside limits of the profit-producing trade area at "40 miles." This being the case, there is no longer any need of guessing—"40 miles from Chicago is out of bounds."

In advertising, therefore—no more teeing up a brand-new appropriation and hanging away blindly at it, not giving a hang whether it stays in or

THE CHICAGO DA

THE QUALITY QUANTITY CONCEN TRATE

National Advertising Representatives: GEORGE

Copyright, 1931, The Chicago Daily News, Inc.

CHICAGO
Palmolive Building

PHILADELPHIA
Record Bldg.

250 Park Ave. NEW YORK
DETROIT
New Center Bldg. Monad



slices—over into SCATTERVILLE.

Dividends are born, not of sales, but of sales AT A PROFIT. Wasteful advertising, no less than wasteful production, will wipe out the margin of profit. It's good business now to concentrate both your money and effort where the population is thickest, where the buying power is greatest, where there are plenty of live, close-together sales outlets—in other words, in the BIG CENTERS where the cost of doing business is low and where you get the quickest action on your money.

The wise sales manager, the wise advertising manager and the wise agency space buyer are now fully in accord on one thing—namely, that the time has passed for playing hide-

and-seek with phantom markets. As a result, they are manifesting a great new interest in THE CHICAGO DAILY NEWS—with its unanswerable Chicago local dominance.

The Chicago Daily News' concentration facilities rhyme perfectly with the advertiser's present requirement. For many years it has held the undisputed all-American record for concentration. It spends no money or effort whatever on SCATTERVILLE. The bulk of its circulation is right here in Chicago, where it will do the most good—where there are four and a half million people with an annual allowance for spending money of five and a half billion dollars. This tremendous market is waiting to hear what you have to say and you can talk best to it through the columns of THE CHICAGO DAILY NEWS.

Where Circulation Dovetails with Buying Power

Match the latest A. B. C. report of The Chicago Daily News with the U. S. 1930 census report and you find that:

—96% of the circulation of The Chicago Daily News is concentrated in the official A. B. C. 40-mile trading area.

—85% of the trading area population and 96% of The Daily News trading area circulation are concentrated in Cook County.

—86% of the population of Cook County and 92% of The Daily News Cook County circulation are concentrated in Chicago.

This is the most highly concentrated large circulation—not only in Chicago—but in America.

CHICAGO DAILY NEWS

CONCENTRATED EVENING CIRCULATION

Representatives: GEORGE A. McDEVITT CO.

250 Park Ave.

DETROIT
Center Bldg.

NEW YORK
SAN FRANCISCO
Monadnock Bldg.

NEW YORK
165 Broadway

Financial Advertising Offices

CHICAGO
29 S. LaSalle Street

MERIT

Is the Only Premium offered by the Oklahoman and Times

THE Oklahoman and Times use no clubbing offers, no premiums, no contests among subscribers, no forced methods to secure circulation. Paragraphs 13 to 23 of the A.B.C. auditor's report tell this much. But they tell only part of the story.

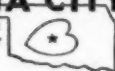
How, then, has the circulation of the Oklahoman and Times more than doubled in the last decade? How do they continue to hold their readers?

The real method by which the Oklahoman and Times have built and held their circulation is by building better newspapers—newspapers with a distinct individuality designed to serve the best interests of Oklahoma City and its trade area. Today they are spending more money than ever to improve them editorially and mechanically in order to continue to merit the preference and the confidence of their thousands of readers.

Yesterday, today and tomorrow, MERIT is the only premium ever offered an Oklahoman or Times subscriber.

The **DAILY OKLAHOMAN OKLAHOMA CITY TIMES**

OKLAHOMA FARMER-STOCKMAN
& Kato Special Agency



RADIOPHONE W K Y
Representative

When the By-Product Competes with the Main Line

How General Motors Merchandises Radios Now That the Novelty of Radio Has Worn Off

By G. A. Nichols

THE General Motors Radio Corporation would like to sell during this coming year a great many radio sets. So as to be ready for a wide range of possible demand, it is offering nine standard and eight custom-built models at prices ranging from \$39.50 to \$350.

This being so, and with the holidays coming on, one would think that the company would be doing some rather ambitious advertising. As a matter of fact this is just what is being done. Only, instead of picturing and describing its receiving sets, the manufacturer mentions them only incidentally and in small type away down at the bottom.

The main theme of an elaborate magazine and newspaper advertising program which started in October is a new unit, selling for \$49.75 complete, which converts a TRF (tuned radio frequency) set into a selective super-heterodyne and provides remote control over the full broadcast range. The unit is known as the Super-Heterodyne Converter. The remote control feature is provided by a thirty-foot cord which permits it to be placed anywhere in a room. Hooked up with an old TRF set, it is supposed to add the force of two more tubes and bring in from five to twenty additional stations.

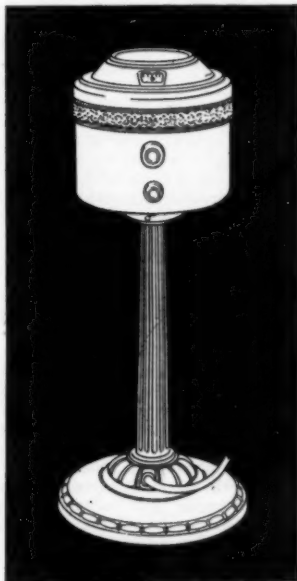
Wouldn't General Motors Radio rather sell a new super-heterodyne set than one of these converter units which turns a TRF set into that aristocratic classification? It would. And, by selling one of the converter units for this purpose, does it not thereby automatically kill off a prospective super-heterodyne sale? It does. Isn't this a proposition of a by-product actually gobbling up sales which the main line might aspire to get? It most certainly is.

But General Motors Radio is liv-

ing in a cold, hard and matter-of-fact world. If it can't get what it wants it is going to do its level best to get what it can. The plain fact is that radio, as such, has largely lost its novelty.

This development, coming so relatively soon, is in remarkable contrast to the continued demand for some other commodities from which the novelty appeal never departs. The owner of an automobile, for example, is always eager to buy another car, probably a new model of the one he has at present. Not so with the radio.

"Why should I buy a new radio,"



This Is One of the New Converter Units That General Motors Is Featuring in Its Advertising

the prospect asks, "when my present one is good enough?"

That's a tough situation and it actually exists.

The problem of how to restore the novelty element to radios is largely one of manufacturing. There has got to be something in the instrument itself, purely aside from and in addition to the programs that are received over it, that catches the popular fancy and attention.

Looking over new radio offerings this fall it seems to me that Stewart-Warner with its new short-wave set has just about the best bet in the way of novelty appeal. If a person thinks that by fishing around on the dial he can tune in on Siam, he is probably going to be interested in a set that makes such reception a possibility. He is less likely to conclude that his present set is sufficiently good under the circumstances as to make it poor business for him to lay out the money for a new one. Stewart-Warner has a powerful appeal here in that it supplies concrete and novel reasons for new purchases.

If I were in the business of giving out prizes for advances in manufacturing calculated to help restore the novelty element to radios, I should give second place to General Motors Radio, with its new super-heterodyne converter.

"The big thing the industry needs," an attaché of the latter company tells me, "is a method of selling to more people who already have sets. The trouble during the last year or two has been that many have decided that their present radios are perfectly good enough for the purpose intended. They will readily concede that the newer sets are vastly superior in the way of reception and performance. But why worry about better reception when the present is good enough? Manufacturers in this line may as well reconcile and accommodate themselves to the fact that radio is no longer a novelty; in a manner of speaking, it is old far beyond its years."

This trend has made the radio business today too much (from the standpoint of the manufacturer) a

proposition of continuously entering new markets and getting new customers. The door to the old trade is closed so much of the time that the outlay for new and improved merchandise is quite radically circumscribed.

General Motors Radio is by no means a stranger to the important fact that getting a new customer, while always to be desired, is more expensive than keeping an old one. This works in radio as unerringly as in any other class of merchandise. The manufacturer's sales promotion cost is higher or lower in proportion to his ability to keep open the door to the trade which already knows him and his goods.

Two Markets

The company, therefore, leading up to its present program, reasoned the thing out something like this:

"There are many thousands of families in this country to whom, in the natural course of events, we shall have a chance to sell our new super-heterodyne receivers. This great market is worthy of our best effort in the way of quality production and effective selling.

"But there is another vast market—that of the radio-conscious families who already possess thoroughly good TRF sets and for whom, through long acquaintance and other causes, radio is no longer a novelty. These people, we believe, would prefer super-heterodyne sets to their present receivers. But the desire is not sufficiently potent to induce them to part with a hundred, two hundred or more dollars to get a set which in size and appearance would compare with their present one.

"Even so, many of these people would probably be willing to pay a modest price for a unit which would convert their present TRF sets into super-heterodynes and which at the same time would provide remote control, thus bringing into effect the novelty appeal."

This is reasoning that is obviously sound. General Motors Radio has at least the makings of a big idea here. I believe though (and, lest this should appear to be presumptuous let me say the

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thought is not entirely original), that the selling price of the new convertor unit is too high; there is not sufficient range between it and \$39.50, the figure asked for the company's lowest-priced super-heterodyne set. Just under \$50 is quite a bit to pay for an attachment, even though it may really be worth that much, which it doubtless is in this case.

If General Motors could see its way clear to build a unit that could retail for \$20 it would have something worth bragging about. It would have an enormous outlet among hundreds of thousands of families that are at least fairly well satisfied with their present TRF sets. It would have a practical method of conserving, and getting more profit from, the great number of its own customers which it has secured at the usual heavy initial cost.

But, leaving the actual price out of the discussion, and considering this merchandising move in principle only, it seems that here is a case where a by-product can be sold apparently in competition with the main line and yet in a way to add prestige and business to that line. It helps keep the old market sold on General Motors Radio goods and thus holds good-will which might possibly stray away when and if higher priced and thoroughly modernized sets were desired to replace the present ones. It also reaches out and builds for General Motors Radio potential customers who might continue as devotees of other sets.

If I have presented this story properly, there is to be seen running through it, as a red thread, the family-of-products idea.

A business depression comes along, reducing buying power. Or, as in the case under discussion, a commodity may lose its novelty appeal, making necessary more forceful selling.

In either contingency a junior product or a by-product may be utilized (1) to fill up the gap; (2) to keep alive the prestige of the main line against that time when buying power is restored and buying desire possibly increased; (3)

bring in present sales and profits, having ever in mind the thought that the *percentage* of profit on a small unit may be greater than on a larger one and that the general average can come out all right through selling many units.

W. H. Tripp Joins Magazines, Inc.

William H. Tripp has been appointed Western representative of the "Big Six Combination," comprising the *American Fruit Grower*, *American Thresherman*, *Rhode Island Red Journal*, *The Leghorn World*, *Plymouth Rock Monthly* and *Poultry Culture*. He will make his headquarters at the Cleveland office of Magazines, Inc. Mr. Tripp was formerly general sales manager of the Quality Group.

Sheppard Butler, Editor, "Physical Culture Magazine"

Physical Culture Magazine, New York, has appointed Sheppard Butler, former editor of *Liberty*, to its editorship. In 1924 Mr. Butler was appointed associate editor of *Liberty*, becoming executive editor in 1928. When *Liberty* was bought last spring by Macfadden Publications, he remained its advisory editor.

A. R. Botham, Advertising Director, Coty, Inc.

Arthur R. Botham, who joined the advertising department of Coty, Inc., New York, perfumes, in an executive capacity three years ago, has been appointed advertising director. He was for eleven years art director of the Frowert Company, New York.

Another G. E. Account to Maxon

The Hotpoint Division of the General Electric Company, electric ranges and electric water heaters, has appointed Maxon, Inc., Detroit advertising agency, to direct its advertising account. This is in addition to the advertising of the G. E. refrigerators which is also handled by the Maxon agency.

Philco Appoints F. Wallis Armstrong

The F. Wallis Armstrong Company, Philadelphia advertising agency, has been appointed to direct the general advertising account of the Philco Radio Company, of that city.

A. N. Duker to Direct Repetti Sales

Albert N. Duker, formerly head of the Albert N. Duker Organization, has been appointed sales manager of the Repetti Division of Candy Brands, Inc., Brooklyn, N. Y.

The Good-Will Value of Chiclets, Black Jack, Sen Sen, Etc.

By Thomas H. Blodgett

President, American Chicle Company

THIS is in answer to some questions by PRINTERS' INK on the subject of good-will.

What formula was used in arriving at your balance sheet figure of \$1,500,000 for good-will?

When the American Chicle Company was organized the good-will more or less represented the purchase price of the constituent enterprises making up the merged company.

What factors—trade-marks, advertising, etc.—have contributed most to making the good-will of your company worth this amount?

Consumer satisfaction with product, identified by trade-marks, and expressed in the form of repeat orders bearing only usual budgetary charge for promotional work, can be construed perhaps as the most powerful factor in making and holding good-will.

Do you attempt to determine the amount of increase or decrease in the value of the item from year to year?

No.

Do stockholders ever ask you to justify this item?

No. Comment on annual reports on the part of financial writers draws attention to reduction in the good-will item on the balance sheet as a favorable step. It seems to classify generally with adequate depreciation reserves against physical assets.

How do you answer stockholders or others who believe the item should be carried at \$1?

Our policy is in course of time to amortize good-will to \$1. We do not capitalize successful new brands.

Were your company to be merged, would good-will be val-

ued, in your opinion, at more or less than the balance sheet figure?

A comparison of our balance sheet showing value per share of stock and of the valuation put on the stock by the public through the New York Stock Exchange, should supply the figure you request. Generally speaking, earning power is the only reasonably accurate yardstick for measuring the value of good-will.

Do you agree with George W. Hill, president of the American Tobacco Company, that good-will is the most valuable asset on the balance sheet?

For companies such as the American Chicle Company, yes.

New Accounts to Moser, Cotins & Brown

The Dryice Corporation of America, New York, manufacturer of "Dry-Ice" and the Fan-C-Pack Company, Inc., manufacturer of playing cards and leather novelties, have appointed Moser, Cotins & Brown, Inc., advertising agency of New York and Utica, N. Y., to direct their advertising accounts.

Shoe Account to Van Sant, Dugdale & Corner

The Robinson-Bynon Shoe Company, Auburn, N. Y., has appointed the Syracuse office of Van Sant, Dugdale & Corner, Inc., advertising agency, to direct its advertising account. Newspapers, business papers and direct mail will be used.

O. W. McKenney to Join Lyddon, Hanford & Kimball

O. W. McKenney, who has been president of O. W. McKenney, Inc., New York, advertising, will become associated with the New York office of Lyddon, Hanford & Kimball, Inc., advertising agency, on December 1.

Alec Moss Starts Own Business

Alec Moss, recently director of advertising and publicity of I. Miller & Sons, Inc., Long Island City, N. Y., has started his own advertising business with offices at 185 Madison Avenue, New York.

In 16 out of 21 Media Records Classifications, General Advertisers placed *more* space in The News the first 10 months of 1931 than any other Indianapolis newspaper.

In 13 of these 16 The News carried *more* lineage *six* issues a week than both other Indianapolis newspapers in *thirteen* issues combined.



Member Major Market Newspapers, Inc.
The 200,000 Group of American Cities

**THE
INDIANAPOLIS NEWS**
1st in Indianapolis for 36 consecutive years

New York: DAN A. CARROLL
110 East 42nd Street

Chicago: J. E. LUTZ
Lake Michigan Bldg.

"The shrewd executive is one who can separate a man's virtues from his faults—and put all the good to work."

LORD WANDERFOOT

(NOW TRAVELING IN THE UNITED STATES)

As you are thinking of the work to be done in 1932 (and the men to do it) permit us to lay this little portrait of the Boone Man upon your desk.

The Boone Man is an evolution of the city newspaper and city merchandising. His mind is formed, trained and accented to meet a specific need in modern selling in terms of speeded up tonnages.

He is a part of an efficient, especially trained organization dealing with one of the most vital of contemporary subjects—MARKETS. This organization treats markets as living organisms and maintains a permanent staff of 100 men who are continually observing the trade-life of these communities.

There are ELEVEN of these markets and each one is studied *individually*. Col-

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lectively these ELEVEN MARKETS supply the demands of 25,000,000 consumers.

The Boone Man comes to you with *essential* and *basic* information. It is mastered and applied information for *your* business. It is broken down into your specific requirements. It is always worth your sober consideration. It represents responsibility and a determination to make your advertising dollar do the MAXIMUM AMOUNT OF GOOD.

CALL THE BOONE MAN



RODNEY E. BOONE ORGANIZATION

INTERNATIONAL MAGAZINE BUILDING
57th STREET AT 8th AVENUE, NEW YORK CITY

CHICAGO
Hearst Building

BOSTON
5 Winthrop Square

CLEVELAND
Union Trust Building

PHILADELPHIA
Fidelity Philadelphia
Trust Building

SAN FRANCISCO
Hearst Building

ATLANTA
Glenn Building

DETROIT
General Motors Bldg.

ROCHESTER, N. Y.
Temple Building

D A I L Y

New York Journal
Boston American
Albany Times-Union
Detroit Times

Syracuse Journal
Rochester Journal
Washington Times-Herald

Chicago American
Baltimore News
Omaha Bee-News
Atlanta Georgian

S U N D A Y

Boston Advertiser
Albany Times-Union
Detroit Times

Syracuse American
Omaha Bee-News
Washington Herald

Baltimore American
Rochester American
Atlanta American

WOMEN . . .

hold the purse strings
and *The News* holds
the interest of Detroit
Women.



WOMEN own half the wealth of the country, economists say, but that is nothing. When spending is considered they control so great a portion of the country's wealth that they may well be termed its purchasing agents. In Detroit 71% of these purchasing agents who have budgets of \$3,000 and more each

year to disburse read *The News*. These women depend on *The News* for shopping information because it carries more advertising than all other Detroit papers combined and they depend on it also for household suggestions from the great women's staff—a fact impressively indicated by half million voluntary letters received each year by *The News*.

The Detroit News

New York Office
I. A. KLEIN, INC.

THE HOME NEWSPAPER

Chicago Office
J. E. LUTZ

Member of Major Market Newspapers, Inc.

We Are Training Our Salesmen with a Correspondence Course

This Plan of Education Won the Approval of the Salesmen

By Frank J. Mooney

Manager, Sales Training Department, Silent Automatic Corporation



THE sales training course recently completed by the Silent Automatic Corporation was the first basic step in the development of a general sales promotion plan based on practical educational sales-getting ideas.

There are two kinds of sales promotion. One is of the inspirational, cheer-leading, pep-shooting type. It has served a useful purpose. But present markets call for more helps of the sales-getting kind that the salesman can actually test and prove to himself.

The fault with so much of the information given to salesmen is that it is of the advisory type. It tells them what to do, but leaves it largely to their own judgment and resources as to how to do it. The result is that most of this advice seldom gets into practical working clothes.

The average salesman is harangued and advised to death.

What he is hungry for is to be shown *how* to do things that will help him make more sales with less calls per sale; things that he can actually prove out to his own satisfaction and profit.

With this objective in mind, we spent several months in preparatory investigation among dealers and branch managers. Group meetings, as well as hundreds of individual interviews, were held with them. They were encouraged to lay bare their minds as to their selling difficulties and views for overcoming them. Personal calls with various types of salesmen, both trained and inexperienced, were made, to see how they presented their story, and also to get a cross-section of the buying viewpoint toward the product.

After these facts from the firing line had been arranged and analyzed, the writing of a sales training course that would tell salesmen "how" was undertaken with a keen realization of three conditions: First, that salesmen are skeptical of the results of personal training, to say nothing of that of correspondence-school training. Second, that even the better type of salesman finds it difficult to tell how he sells. Unconsciously through practice, he has fallen into a more or less "personally canned" type of presentation made up of elements that he has found suc-





cessful. But just how he has arrived at his methods he hasn't a very definite idea. Third, that even if your major intent is to be instructive and helpful, you have to stimulate the salesman's imagination by investing your text with the zest of a story and the interest of a game, so that he will look forward with unflagging eagerness to each successive instalment of the course.

The text throughout strives for as much simplicity and brevity as is compatible with clearness and completeness. The entire course of ten sections consists of less than seventy-five pages, $8\frac{1}{2}$ by 11 inches. The text is generously sprinkled with illustrations (a few of these are reproduced with this article). Many of these are cartoons of the comic-page type. They lend a touch of fun to the text, and at the same time have a direct bearing on the subject in hand.

It is related of one salesman who entered the organization after the complete course had been distributed, that he studied the entire text in one evening and the next day went out and made a sale. That was not the intent of the course, nor the way we advise the study of

it. It is mentioned simply to show that a system of training can be devised that is concise, yet complete, and relieved of the mystery and complications with which many salesmen surround their "stuff."

There was no charge for the course except for the loose-leaf binder which was sold at cost. The course was sold to the salesmen in the group meetings held to get information and also through a series of letters and promotional mailings.

Each section was sent out a week apart as a rule. The dealer's copy was mailed in advance with definite instructions as to how to present each subject to his men. The salesmen were urged to practice some of the suggestions in each section each week, as they studied it. Evidently a considerable number did, as 72.9 per cent of the reports we got stated that the course helped make sales and 52 per cent mentioned specific instances. Among these latter there were forty-five stories of sales closed and in three or four of them their quoted remarks showed that the salesman had used almost the exact language of the printed text.

Practically all of the 40 per



cent of the salesmen enrolled in the course who answered a questionnaire admitted benefits from the course. It was stated by 94.6 per cent that the course had improved their knowledge of both product and buyer; 87.7 per cent said it had increased their confidence; 88.8 per cent cited better methods of planning; 83.8 per cent admitted a new interest in selling oil burners; 69.6 per cent of the dealers and managers held regular meetings for discussing the course and 2.1 per cent discussed it as part of their weekly sales meeting.

The course, as already mentioned, is divided into ten sections.

The first section deals largely with the salesman's own personality. It discusses such things as the importance of studying salesmanship, the value of selling knowledge, explains the purpose of the course and how to study the course. Incidentally, each one of the ten sections concludes with a self examination chart in the form of questions and answers.

The second section outlines the opportunities existing in the oil burner industry.

The third section is concerned with the Silent Automatic organization. It gives a very brief history of the company and then describes the principal departments in the organization.

The next instalment confines itself to a discussion of the Silent Automatic itself. This is particularly well done. It gives the salesman technical information without being too technical. It is interesting to note that the examination sheet at the end of this instalment asks the salesmen to answer such questions as the following:

What are the two fundamentals of Silent Automatic superiority?

In what kind of heating systems will the Silent Automatic Oil Burner operate?

What is combustion?

What are the combustible elements in oil fuel?

What are the two essential functions of an oil burner?

How does the Silent Automatic meet the above requirements?

Name four advantages of Silent's better flame efficiency and direct flame placement.

Draw (very roughly) a diagram showing what takes place within

the model E combustion chamber when the Silent Automatic is in operation.

Incidentally, after these questions are answered, the examination sheet is mailed to the sales training department of the Silent Automatic Corporation in the special return envelope that is provided with the course. These examination papers are then reviewed and returned with helpful comments.

The next section is entitled "Your Prospect." It explains to the salesman who the prospect is, where he lives and how to find him.

The next two instalments are concerned with the proper presentation. The first of these two instalments deals with the approach. The second section has to do with the presentation itself and leads right up to the proper methods of closing.

The next instalment is entitled "Meeting the Buyer's Mind." This section instructs the salesman in the thought of thinking of selling ideas rather than of oil burners.

There is then a section on the advertising program and policy of the company and the final section is headed "Your Attitude Towards Your Business."

More than 80 per cent of the Silent Automatic salesmen are enrolled in the course.

Heads Dethol

David P. Smith has been made president of the Dethol Manufacturing Company, Inc., Baltimore.

H. Clarke & Sons, of that city, have been appointed general sales managers of the Dethol company, which is planning an enlarged sales and advertising campaign.

Appoints Professional Advertising Associates

C. R. Bard, Inc., New York, manufacturer of Eynard catheters, has appointed the Professional Advertising Associates, Inc., advertising agency of that city, to direct its advertising account.

Ann Hurlbut Adds to Staff

Mrs. Edith Cortwell, formerly with the Hazard Advertising Corporation, New York, has joined Ann Hurlbut, New York advertising agency.

In your Space HANDS

*... a Variation of 153%
in the Stopping Power
of your Ads!*

He sits in on no copy conferences. Wields no blue pencil on layout. But he does have a voice in where your ad goes.

And through that voice—according to the reports of ad-readers themselves—he can vary the stopping power of your ads from 15% to 153%!

For new facts, gathered in a wholly new kind of magazine survey, show that the eye-stopping factor may differ that much or more in various magazines.

Regardless of the illustration!

Regardless of the headline!

Regardless of anything that anyone can do—except your space buyer!

These facts came out last July and August. Dr. George Gallup, professor of Advertising and Journalism at Northwestern University, led his investigators into 6 cities at that time. (Official observers from the A.N.A. went along in 3 cities.)

With current copies of the 4 mass weeklies in hand, they approached 15,000 front doors.

Talked to those who answered wherever one or more of the magazines was found.

e

Buyer's



3%

er

Leafed through the entire book—page by page—crayon in hand.

And checked down exactly what had been seen—what had been read.

What They Found

By this simple (though never before attempted) process of measuring reader-interest in magazines by *what people remembered seeing*, this was discovered:

... For every 100 men in a given circulation unit stopped by the average page advertisement in Magazine A, 115 were stopped in Magazine B, 71 in Magazine C, and 132 in LIBERTY.

... For every 100 women in a given circulation unit stopped by the average page advertisement in Magazine A, 130 were stopped in Magazine B, 68 in Magazine C, and 173 in LIBERTY.

There's a Reason!

But editorial content as well as advertising was checked in this census. And in expressing themselves on what they read among the editorial pages, readers helped explain differences in the effectiveness of advertising pages. For...

A. READER INTEREST was found greatest in those magazines with the greatest proportion of spirited, dramatic, newsy stories and articles.

B. READER INTEREST was found greatest where reading was made easiest—i.e., by make-up which cut down runovers and "continued-on-page-blank" interruptions.

C. And, as might have been expected, READER INTEREST was most intense where the percentage of single-copy, bought-when-wanted circulation was highest, dropping off as the percentage of delivered-by-mail circulation rose.

Add compact, easy-to-handle size to Factors A, B, C, and you have the formula on which

LIBERTY has been built into
America's best read weekly:

- A. 100% post-war-paced editorial content.
- B. 100% story-on-consecutive-pages make-up, barring all run-overs.
- C. 99% single-copy circulation, bought only when wanted to be read.
- D. Compact, easy-to-handle page-size.

Consider Costs

The picture becomes even more interesting when viewed through the dollar sign. For **LIBERTY** *page costs* are down 35% in the past 5 years. Putting in your space buyer's hands not only a 153% variation in *stopping* power of your ads, but a possible 188% varia-

tion in the *buying* power of your advertising dollars!

Want Proof? Just Write!

Many an advertiser, many an agency has invited LIBERTY to present the Gallup Test in detail through personal group presentation.

For those missed, for those not-yet-reached-but-anxious, the presentation is ready in report form. As a mass advertiser interested in getting all your money should buy, simply write a note on your own letterhead. A copy of the report will come with all speed via a LIBERTY representative. The address... LIBERTY, 420 Lexington Avenue, New York.

Liberty

America's Best Read Weekly

[illegible]

power of
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What Happened to the Same Copy in Four Different Magazines ... as reported by Dr. Gallup

THIS effective Texaco advertisement appeared in full color in the four mass weeklies last July. Once—in Magazine A—it appeared in center-spread position. Elsewhere in one full page.

But! Dollar for dollar expended, this Texaco copy stopped more people in LIBERTY than in any other mass weekly. Specifically—

It stopped 95% more men and 92% more women in LIBERTY than in Magazine "A";

It stopped 23% more men and 37% more women in LIBERTY than in Magazine "B";

It stopped 147% more men and 110% more women in LIBERTY than in Magazine "C".



July engine heat
REQUIRES AN OIL THAT IS
"CRACK-PROOF"

THE NEW TEXACO MOTOR OIL
"CRACK-PROOF" — LASTS LONGER

When the oil of old, cracked, broken-down engines is changed to new, the engine runs better, the oil is protected from the heat of the engine, the engine runs smoother, the engine runs longer, the engine runs better. This is the reason why the new Texaco Motor Oil is so good. It is the only oil that is "CRACK-PROOF". It is the only oil that is "CRACK-PROOF". It is the only oil that is "CRACK-PROOF".

This page in full color appeared in Magazine B



July engine heat
REQUIRES AN OIL THAT IS
"CRACK-PROOF"

THE NEW TEXACO MOTOR OIL
"CRACK-PROOF" — LASTS LONGER

When the oil of old, cracked, broken-down engines is changed to new, the engine runs better, the oil is protected from the heat of the engine, the engine runs smoother, the engine runs longer, the engine runs better. This is the reason why the new Texaco Motor Oil is so good. It is the only oil that is "CRACK-PROOF". It is the only oil that is "CRACK-PROOF". It is the only oil that is "CRACK-PROOF".

This page in full color appeared in Magazine C



July engine heat
REQUIRES AN OIL THAT IS
"CRACK-PROOF"

THE NEW TEXACO MOTOR OIL
"CRACK-PROOF" — LASTS LONGER

When the oil of old, cracked, broken-down engines is changed to new, the engine runs better, the oil is protected from the heat of the engine, the engine runs smoother, the engine runs longer, the engine runs better. This is the reason why the new Texaco Motor Oil is so good. It is the only oil that is "CRACK-PROOF". It is the only oil that is "CRACK-PROOF". It is the only oil that is "CRACK-PROOF".

This page in full color appeared in LIBERTY

"ALL advertisements" says George Matthew Adams "should make the reader hungry."



YES, Mr. Adams, but all advertisements should not be pointed at hungry readers.



IN writing an advertisement, one can be quite in agreement with Mr. Adams' observations but in circulating an advertisement it should be remembered that it is now high time to point advertising squarely at *those who have*, not towards those who may be *hungry*.



TOO much advertising went down the sink as waste in the recent "new era," in trying to sell *those who have not*.

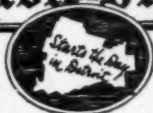
IN Detroit The Free Press most capably meets this new requisite of effective advertising—this need of selling *where buyers are*. It delivers at low cost practically all of the homes *worth advertising to* and without duplication at the contact hour.



FOR in those city districts where there are 89% of all chain drug store sales; 81% of all electric refrigerator sales; 70% of all telephones and 79% of all automobile sales... The Free Press concentrates 79% of its city circulation and reaches approximately three out of every four homes.

The Detroit Free Press

VERREE &
National



CONKLIN, INC.
Representatives

New York

Chicago

Detroit

San Francisco

National Advertisers Put Advertising on Trial

Association of National Advertisers Holds an Annual Reckoning

ADVERTISING was called on the carpet at Washington last week. It had to answer whether it is doing enough to hold its job and whether the tasks assigned to it can't be done more effectively and with greater economy. Employers of advertising made up the jury. Though friendly to advertising, the jury was determined that advertising, in all of its phases, must meet the needs of the times and be put to work only when that work will return a profit.

The trial was conducted by the Association of National Advertisers. Its members, who constituted the jury, did most of their deliberating behind closed doors. Two sessions were attended by publishers and advertising agents. Invited guests, they heard a lot about the rate question, as reported in *PRINTERS' INK* last week.

Undoubtedly the publishers thought they had heard enough that one day. But the next day, while the publishers were back at work, the jury of advertisers was listening to more testimony, hearing questions asked and evidence submitted. The advertisers were left to take action at their own initiative but the way was pointed out, in some instances.

Take the rate question as it relates to forced circulation. Paul B. West, of the National Carbon Company, had an attentive audience as he explained what the advertiser must do to correct circulation evils. Plan after plan of circulation-getting schemes was described, without mention of publication names. His purpose was to emphasize the informative value of age three of A. B. C. reports, so that advertisers would better know what their dollars were buying.

Then there was the significant appointment of a committee on circulation and rates. Mr. West is chairman. Fellow members are Felix Lowy, vice-president, sales and advertising manager, Colgate-

Palmolive-Peet Co.; J. S. Johnson, vice-president and advertising manager of Johnson & Johnson; Ralph Starr Butler, vice-president in charge of advertising, General Foods Corporation; Stuart Peabody, advertising manager, The Borden Company; W. E. Loucks, advertising director of the California Packing Corporation, and R. F. Rogan, secretary and director of advertising of The Procter & Gamble Company.

Lee H. Bristol, president of the association, will be a member of the committee.

This particular committee will examine into and acquaint the membership with all possible data on circulation of magazines, newspapers and business papers. Its purpose in doing this will be to help make available to members of the association information that will help them to be more intelligent buyers of advertising space.

Next to rates, radio was subjected to the longest cross-examination. An evening session was open to members and a luncheon session was limited in attendance to members who are subscribers to the A. N. A.'s co-operative analyses of broadcasting. Discussion developed the fact that high prices are asked by entertainers but that these are only "asking" prices. In other words, talent will listen to reason where employment is a real prospect.

Opinion at the general session indicated that there was not much experience offered which would enable one to deal certainly with the problems on which radio advertisers seek light, namely measures for determining effectiveness, program testing and listener coverage. The questions asked reflected a keen interest in electrical transcription. Television was demonstrated. It was declared that, in its present stage, very little is offered to advertising by the invention.

Interest of the advertiser in

showmanship had its contrast in the talk of a showman who has turned manufacturer-advertiser—Billy B. Van, president of the Pine Tree Products Company. His subject was "Building a Business by Taking One Territory at a Time." He disposed of this by confessing naively that he opened one territory at a time because he didn't have money enough to open two.

In a more serious vein, the jury of advertisers returned to consideration of advertising effectiveness with a talk by Charles L. Low, advertising consultant of Chicago. There are only three selling forces, he declared, advertising, "goods display" and salesmanship. Forget everything else, he said; these are the only forces that sell goods; price, consumer acceptance and other factors are only the equipment of selling. The factor of "goods display," so important to selling, is not only insufficiently used by advertisers, but many even fail to understand what it is.

"Goods display" is not packaging or dealer helps. It deals with whole method of goods display, as its name implies. When the mail-order houses found their customers drifting away and these concerns opened retail stores, bringing the goods to the customer, a use of goods display was demonstrated. It is goods display that makes so effective the advertising of department stores, Mr. Low said. The proportionate use of goods display as compared with other selling forces, advertising and salesmanship, was illustrated by Mr. Low as follows:

Department stores....	A	GD	S
Independent retailers..	A	GD	S
National advertisers...	A	GD	S

National advertisers, he said, have got to wake up and do a good job with goods display. They provide advertising and dealer help, but when these are not laid out to co-ordinate with goods display, they are a loss. "Advertising men," Mr. Low continued, "are sales thinkers. They must forget advertising and plan a product that can be sold without advertising, so

that when advertising is used, it can be more profitable."

Agricultural economics were discussed by F. E. Murphy, publisher of the Minneapolis *Tribune*, who urged that advertising make the same study of agriculture as it does of industry and allied problems. He outlined what had been accomplished through training Northwestern farmers to be better business men and, therefore, greater contributors to the prosperity of their territory.

Albert E. Haase, managing director, read to the A. N. A. members a telegram from George W. Kleiser, president of the Outdoor Advertising Association, which referred to a joint underwriting by both associations of a study of outdoor advertising. It is unusual, said Mr. Haase, for two associations, representing buyers and sellers, to combine and finance an impartial survey of what one industry has to offer its buyers.

The convention closed with adoption of the following resolution directed at State laws which run contrary to the Federal pure-food laws:

Whereas certain States have enacted legislation penalizing certain manufacturers if they should name in their advertising the ingredients of which their product or products are made, and

Whereas such legislation prevents manufacturers from telling the complete story of their product.

Therefore be it resolved that such legislation, in the opinion of the Association of National Advertisers, should be condemned as unjust and discriminatory.

Just before the jury was discharged, its work was summed up by Arthur H. Ogle, of Bauer & Black, who declared that what each advertiser had heard during the three-day trial must have convinced him that advertising can be better employed.

After the convention an organization meeting was held, attended by directors, newly elected, hold-over and old members, and officers of the association. Bernard Lichtenberg, vice-president of the Alexander Hamilton Institute, was re-elected chairman of the executive committee of the board.

Advice to the Lovelorn

Advertisers enamored of the literary splendor of their copy should not let their love blind them. They should not reason (?) that a product which inspires such beauty is not for the man on the street but rather for the "better trade," and buy advertising media accordingly.

Because, in the first place, with perhaps a few exceptions among magazines and practically none among newspapers, no medium can lay honest claim to a worthwhile preponderance of "better" readers, nor clearly define what it means if it does make the claim. And in the second place, as far as general newspapers are concerned, their readers average up (or down) to much the same level, and the newspaper with the bigger *total* of readers (the Chicago American, in Chicago's evening field) will perforce have the larger group of readers of any one class, type or what you will.

The important thing is not to seek an appreciative audience for copy but rather one which will appreciate *product* and big enough to buy lots of it if it likes it.

An audience such as that which is reached through the Chicago American—far larger in number and therefore (not theoretically but *actually*) far greater in buying power than can be reached through any other Chicago evening paper.

CHICAGO AMERICAN

a good newspaper now in its ELEVENTH YEAR of circulation leadership in Chicago's evening field.

National Representatives:

RODNEY E. BOONE ORGANIZATION

Sales Objections

THE BRIDGEPORT HARDWARE
MFG. CORP.
BRIDGEPORT, CONN.

Editor of PRINTERS' INK:

Will you please send me a list of references to articles on overcoming objections which have appeared in PRINTERS' INK during the last two or three years?

The thought occurred to me that an analysis of this material might be of value in giving us several new slants which we would use in the preparation of a sales manual.

C. W. PRIESING,
Sales Manager.

IN every successful salesman is the ability to overcome sales objections raised by hard-nut prospects. The following are nine objections among those most commonly faced by salesmen.

1. Your price is too high.
2. We're all stocked up.
3. We never had a call for it.
4. See me on your next trip.
5. No money now.
6. Too busy.
7. We are satisfied—why change?
8. We never heard of your company.

9. How about so-and-so's line?

Experiences telling how these and other sales objections have been met successfully in the past have been related in the PRINTERS' INK Publications. A reference list of these articles will be sent to those who have access to back copy files.—[Ed. PRINTERS' INK.]

"Gentle Reader" Starts Publication

Gentle Reader is the name of a new monthly magazine which has started publication with a December issue. Its editorial contents are devoted to books and authors, the arts and topics of general interest. It is published by the C. M. W. Publishing Corporation, 535 Fifth Avenue, New York. Richard Manson is managing editor and in charge of advertising.

O. P. Kilbourn, Vice-President, Getchell Agency

Orrin P. Kilbourn, formerly president of Kilbourn Motor Sales, Inc., New York DeSoto dealer, has been elected a vice-president of J. Stirling Getchell, Inc., New York advertising agency. Mr. Kilbourn was also formerly with the J. Walter Thompson Company and Willys-Overland.

R. R. Endicott with Fuller & Smith & Ross

Robert R. Endicott has joined the staff of the New York office of Fuller & Smith & Ross, Inc., advertising agency. He was formerly advertising and publicity director of the International Mercantile Marine Company. He was also formerly with General Motors at Detroit, first in the institutional advertising department and later in the sales and advertising section.

Artreus von Schrader and F. C. Coulter Join Doremus

Artreus von Schrader and Francis C. Coulter have joined Doremus & Company, advertising agency, at New York as account executives. Mr. von Schrader was formerly associate director of the New York State Committee on Public Utility Information. Mr. Coulter was formerly with Lyddon, Hanford & Kimball, advertising agency.

Louis Florentino with Typographic Service

Louis Florentino has joined the Advertising Agencies' Service Company, New York, typographers, as vice-president. He was formerly in charge of production of Lennen & Mitchell, Inc., with whom he was associated for five years. Before that he was with the J. Walter Thompson Company for six years.

H. M. Foster Joins Erwin, Wasey

H. M. Foster, recently editor of the food department of the New York *Journal of Commerce*, has joined the research department of Erwin, Wasey & Company at New York. For ten years Mr. Foster was secretary and general manager of the New York Wholesale Grocers' Association.

Campbell-Ewald Advances J. L. Hardig

Joseph L. Hardig has been appointed assistant general manager of the Campbell-Ewald Company, Detroit advertising agency. He joined Campbell-Ewald eleven years ago and has served that agency in various capacities, including the handling of accounts.

With Burnam-Levin

Jackson H. Richards, until recently in charge of sales promotion and advertising of F. Jacobson & Sons, manufacturers of shirts, has joined Burnam-Levin, Advertising, New York.

Frederick Butler with Porter

Frederick Butler, county commissioner of Essex County, Mass., has joined The Porter Corporation, Boston advertising agency, and its affiliated company, Dickie-Raymond, as comptroller.

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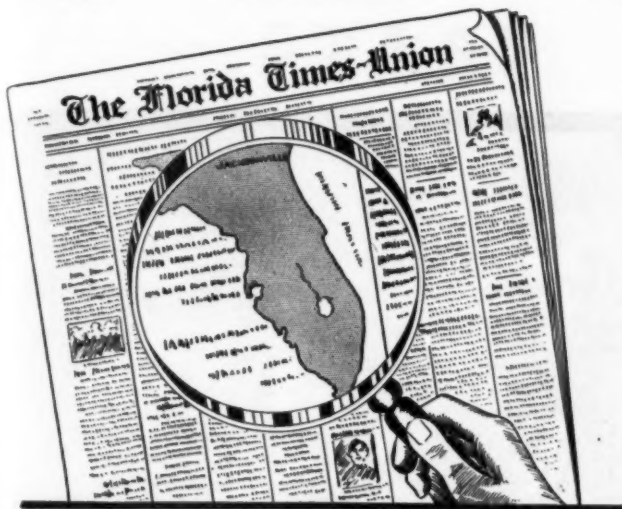
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Yes, National Coverage at 13c a Line!

NOT SO preposterous when you analyze Florida and The Florida Times-Union between now and next May. During those six months the entire United States is represented in Florida—and "Florida's Foremost Newspaper" becomes the nation's morning daily!

Schedules here maintain the buying inclination which you aroused when these tens of thousands of winter visitors were at home in the North.

And more! Down in Florida they face less competitive advertising than back home. So you have vast opportunity to create *new* friends and users too.

*Tie-in your product with a truly
National market and focus public
sentiment for 13¢ a line, through—*

The Florida Times-Union

JACKSONVILLE, FLA.

Represented Nationally by REYNOLDS-FITZGERALD, Inc.
New York . . . Chicago . . . Philadelphia . . . Los Angeles . . . San Francisco

Circulation: 52,219 daily; 60,365 Sunday



ABOVE—A portion of the news room on the editorial floor.



FROM reporter to paper;
a story on its way—

STARS

The News reporter . . . in composite, is all ages, all sizes, all nationalities, both sexes; recent Phi Beta Kappa, journeyman specialist, or graying veteran of many a by-line; fast, able, confident, well supported; knowing and finding the news of the greatest interest to the greatest number—and unusually well paid for what he knows and does; unhampered by politics, commercial connections or the advertising department! He draws millions of eyes daily to his stories—and your advertisements; has made the largest circulation in America—and the best advertising medium in New York! . . . This year our staff is larger, 242 people in all, of whom 80 are reporters and editors; and editorial expense, including news services and pictures, touches a new high—\$1,750,000 . . . But, by coincidence, this year, News circulation and lineage are at new highs—and the News milline at a new low . . . Advertising goes farther, fares better, in—

THE NEWS

NEW YORK'S PICTURE NEWSPAPER

220 EAST FORTY-SECOND STREET • NEW YORK
Tribune Tower, Chicago • Kohl Building, San Francisco



EXECUTIVES, READ THIS BOOK!

MILLS NOVELTY CO. ●

4100 FULLERTON AVENUE, CHICAGO, ILLINOIS

"Automatic Merchandising," harbinger of a new type of distribution, is sent gratis to marketing executives. Case bound. Covered with hand-made paper. A sparkling book. Worth-while reading.

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What Agencies May Learn from Banks about Cost Accounting

Banks Also Have Something to Show Agencies Regarding Charging for Special Services

By E. B. Weiss

ADVERTISING agencies and banks have two fundamental points in common. One is that both are primarily personal service organizations. The second is that this personal service is offered to clients of varying sizes.

The consequence is that both banks and advertising agencies are faced with the identical problem—cost accounting a service that is difficult to itemize, in the book-keeping sense, and that varies in scope with almost every client. Advertising agencies complain that certain accounts do not produce a profit. Similarly, the banks complain that certain bank accounts do not produce a profit. (They estimate that unprofitable services levy an annual cost of \$300,000,000 against bank earnings.) The advertising agencies set forth various reasons why they feel it to be wise, or why they are compelled, to handle these unprofitable accounts. Banks advance precisely the same reasoning.

During the last several years, however, the banks—unlike a great many advertising agencies—have been tackling this problem with almost scientific thoroughness. The result has been, first, a system of account analysis from the cost accounting standpoint, and second, a system of charges based on the results of this cost accounting, that should be suggestive and instructive to advertising agency managements.

First let us sketch the picture as it existed, and still exists to a degree, in the banking field. It won't be necessary to draw the parallels that exist between this picture and the picture that any advertising agency executive can easily paint.

When the bankers began looking into the small account problem, and from there into the prob-

lems presented by certain types of large accounts, it did not take them long to discover that they had uncovered a very definite threat to profits. For example, a survey of banks in a representative group of widely separated smaller cities showed that, of the total number of checking accounts:

34 per cent of the checking accounts averaged \$7.08 each.
49 per cent of the checking accounts averaged \$14.82 each.
75 per cent of the checking accounts averaged \$41.00 each.

(These figures are not representative of the larger banks in metropolitan cities.)

Remember that every one of those accounts was entitled to full checking and deposit privileges. Each one could draw checks and deposit them. Each one was entitled to monthly statements and the multitude of other operations that every checking account entails. Certainly it is obvious that accounts of this size cannot and do not produce a profit.

As a matter of fact, figures of this kind led to further research and it was soon found that on 500 checking accounts, averaging a balance of \$25 each, a bank can gross only \$638. Check this gross against the services rendered and it does not require accounting or banking knowledge to agree that an estimated loss of \$6 on each one of those accounts is probably a conservative estimate.

The bankers discovered other fascinating statistics. They found, for example, that in many banks less than 15 per cent of the accounts carry the losses on unprofitable accounts and make dividends possible. Some banks examined their accounts and found such situations as 55.3 per cent of the accounts representing only 2.4 per cent of the total balances, whereas

1.3 per cent of the total number of accounts had 62.2 per cent of the balances. They proved to themselves that checks drawn may cost the bank $3\frac{1}{2}$ cents each to handle, and sometimes twice that sum. Similarly, checks deposited cost $1\frac{1}{4}$ cents to handle and frequently considerably more than that. (All these figures, of course, vary with individual banks and in cities of different sizes.)

In brief, they were not long in discovering that they were supplying facilities to customers who have no economic right to these facilities. Of course, the banks had in mind, when they arrived at this point, their small depositors only.

But when they extended their research they found that even comparatively large accounts could be unprofitable. One bank, for example, was compelled to ask a publishing house with an average balance of \$38,000 to take its account elsewhere. The bank was able to prove that the numerous small checks deposited by this publisher, as a result of the activities of his subscription department, ate up the bank's profits.

How this works out in connection with large accounts is interestingly shown in the following analysis made by a bank of an account that would ordinarily be considered profitable.

Average daily ledger balance	\$35,263.00	
Less—average daily float	4,500.00	
Average daily net balance	\$30,763.00	
Less 10 per cent reserve	3,076.00	
Loanable Balance	\$27,687.00	
Interest income \$27,687 @ 5 per cent.....		\$115.36
Less interest paid		None
Interest Earnings		\$115.36
Activity Cost		
375 checks drawn @ $3\frac{1}{4}$ cents each.....	\$8.94	
14,053 checks deposited @ $1\frac{1}{4}$ cents each	210.79	
	\$219.73	
Administrative & Credit Cost		
\$30,763.00 @ \$43 per \$1,000.....	\$13.23	
Total Cost		\$232.96
Loss Each Month.....		\$117.60

That loss represented a loss of \$3.845 per \$1,000 of daily net balance. It was figured that, on this account, the balance necessary to support the account's present activities at a profit to the bank

would be \$66,200. (Incidentally, "administrative and credit costs," listed in the statement below, vary from bank to bank. Some authorities have used 50 cents per \$1,000 of average daily net balances as a general estimate for small banks.)

Faced with these problems—and no advertising agency executive will need a diagram to see the relation between these problems and his own—what have the banks done?

The answer to that question is—two basic things. First, the banks have developed a remarkably able system of cost accounting, which enables those who use the system to determine, almost within a penny, the cost of servicing any and all accounts. Second, having found out these costs, the banks are proceeding to inaugurate systems of service and activity charges calculated to make every account produce a profit or, at least, permit the bank to break even.

Of course, all banks are not doing these two things. But more than 15,000 banks in this country have special service charges today and that indicates more than a sporadic movement.

The American Bankers Association, through its Bank Management Commission, has taken the lead in these two activities. One of its first moves was the compila-

tion and publication of an admirable piece of work bearing the uninspiring title: "Commercial Bank Management—Booklet Number 5." (Advertising agencies interested in this booklet can obtain it from the

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Here's How Times Have
Changed in PITTSBURGH

FIRST IN NATIONAL ROTOGRAVURE

In the ten-month period, ending October 31, the Sun-Telegraph carried more general and automotive rotogravure lineage combined than the other Pittsburgh Sunday newspaper . . . and beat its record for the same period of last year by 54.4 percent.

In October the Sun-Telegraph carried 82 percent more of this advertising than its competitor.

Figures from Media Records,
without adjustment of any kind.

THE SUN-TELEGRAPH

NATIONALLY REPRESENTED BY
PAUL BLOCK AND ASSOCIATES

association at a cost of 25 cents.)

Says the foreword to the booklet: "This booklet is published in response to the widespread demand for information and suggestions as to cost accounting. It has been prepared to meet the particular need of smaller banks, many of which, in the recent past, have been confronted with the necessity for analysis due to constantly increasing overhead and other costs."

Having arrived at that point, the American Bankers Association proceeded to the next step, which was the development of a schedule of suggested flat service charges and then the development of a schedule of "activity" charges. The latter was planned to meet the ideal expressed in the thought that: "In banking, as in other lines, able management requires a comprehensive analysis of the items in the profit and loss account, followed by the assessment of these costs, plus a reasonable profit, upon those who benefit."

This information is contained in another report of the association, known as Booklet Number Nine of the Commercial Bank Management Series. It is also available at association headquarters for 25 cents. Says the foreword:

"One of the commonest oversights of present-day bank management is the failure to collect adequate charges for services rendered. It is true that a great number of banks have applied a flat service charge of a stipulated amount per month when the balance falls below a certain figure, regardless of the activity of the account. But this is not enough. Banks should charge in accordance with the number of items handled—the activity of the account."

The activity charge, the report points out, should not be confused with the service charge. The latter is a charge of 50 cents or \$1, imposed when the balance in an account drops below a pre-determined level—usually \$50 or \$100. The larger banks in the few big cities charge as much as \$3 a month on balances of less than \$500.

The activity charge, on the other hand, is a scientific method for equalizing the burden of maintain-

ing the bank's services. *It provides a means for each customer to pay the bank for the service rendered exactly in proportion to the amount of the service.* (Advertising agencies please note.)

As described by the American Bankers Association report: "The plan provides for the regular monthly analysis of each checking account that does not contain an average balance sufficient to produce earnings that adequately compensate the bank for what it does for the customer. As a part of the analysis of the bank, the operating costs are determined—the unit cost of handling checks drawn against the account, the cost of handling deposit tickets, transit and clearing items, cashiers checks, notes, etc., and a proper selling price is fixed for each item.

"The average net earning rate on the earning assets, after allowing for loan and investment costs, is ascertained, as is also the percentage of available cash reserves.

"With these data at hand, a bill is prepared each month covering services performed for the depositor, during the preceding month. This bill indicates just what the depositor should pay the bank for services on his account, either by keeping an adequate balance in his account, so that the net earnings are enough to pay for the services, or by a special charge to the account."

There is just one more phase of the subject that might well be covered in this brief analysis of what the bankers are doing to eliminate loss business and that is the question of competition. In this connection, one Louisville, Ky., banker told how, for three years, he had tried to get the other banks in his city to join in a system of service charges. Finally, he decided to go ahead without any company. He had a total of 6,000 accounts when he announced his service charges. Very soon, that number had dwindled to 5,000 accounts. However, his deposits did not go down more than \$10,000! Furthermore, the average deposit balance of the remaining accounts increased enormously, thus putting the bank on a much more profitable basis.

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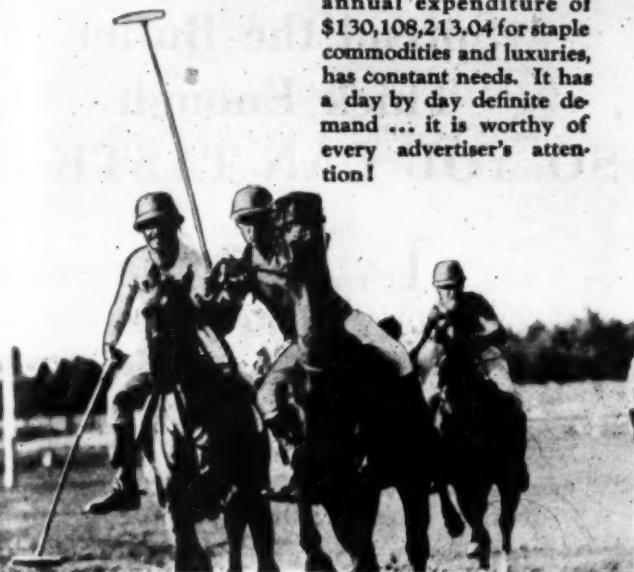
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The Sport of Kings--

Will Rogers says that Arizona has the best college polo team in the United States!

Such outdoor diversions as polo, golf, archery, hunting and other sports hold sway from October to June in Phoenix, Arizona, where in 12 months there are but 39 days with a trace of rain.

Such a section, with an annual expenditure of \$130,108,213.04 for staple commodities and luxuries, has constant needs. It has a day by day definite demand ... it is worthy of every advertiser's attention!



Advertisers may now reach every newspaper reader in Phoenix and the metropolitan area at a saving of 12 or 21 per cent through the use of the

PHOENIX REPUBLIC AND GAZETTE

PHOENIX, ARIZONA

Recommended Monthly by Williams, Lawrence & Co. Inc.

Says THE H. E. LESANOV

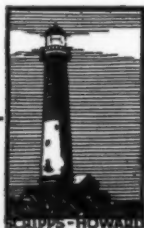
In an advertisement prepared by the H. E. Lesan Advertising Agency for the use of members of the Bureau of Advertising, American Newspaper Association, this great agency makes the following statement :

“Spread the Butter Thick Enough SO YOU CAN TASTE IT

“IF you want to get the full benefit of your advertising dollars, don't spread them too thinly over too much area.

“Far better to concentrate on a more limited territory where your sales opportunities can be measured and *realized*.”

MEMBER OF THE UNITED
PRESS . . . OF THE AUDIT
BUREAU OF CIRCULATIONS
and of MEDIA RECORDS, INC.



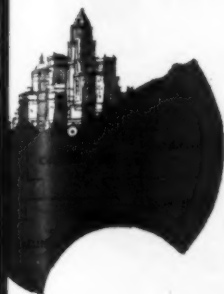
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Pictured here is the TRUE Cleveland Market, small and compact, 35 miles in radius, 1,532,169 in population. Only within this area does Cleveland newspaper advertising function profitably.

7% of all Press circulation is now confined
readers who live within 35 miles of Cleve-
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benefit and that's "Thick Butter"!

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greater, fashion sense is more highly de-
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ess, with an absolute minimum of waste.

Cleveland Press

CRIPPS-HOWARD NEWSPAPER

NAL ADVERTISING DEPT. OF SCRIPPS-HOWARD
PAPERS . . . 230 PARK AVENUE, NEW YORK CITY

GO · SAN FRANCISCO · LOS ANGELES · DALLAS
IT · PHILADELPHIA · BUFFALO · ATLANTA

FAIRMONT, MINNESOTA

~ analyzed!



[[One of the 1,300 Northwest shopping centers where a million and a half farm people buy and sell]]

SWEET CORN and peas to the local canning factory, dairy products to the creamery, poultry and eggs to the produce houses and stores, livestock—these are some of the principal cash crops that Martin County farmers bring to Fairmont, the county seat. They take home a wide assortment of merchandise, which includes everything from new farm machinery to their favorite brand of breakfast food. It is only natural that farm people should show a preference for articles they see advertised in their home paper, **THE FARMER**, which has the largest circulation of any publication of any kind in the territory.

THE FARMER
Farm Stock & Game
Saint Paul, Minnesota

New York—Wallace C. Richardson, Inc., 250 Park Avenue
Chicago—Standard Farm Papers, Inc., Daily News Building

Member Standard



Farm Paper Unit

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Advertising to Change a Specialty into a Staple

Bristol-Myers Seeks the Same Sort of Market for Vitalis That Has Been Built for Toothpaste

By Charles G. Muller

"WHEN our company bought Vitalis about a year ago it was with the thought that this barber shop and drug store product which lay largely in the specialty item class could be built into a staple. This summer we took our first advertising step to reach that merchandising goal."

In this way, Lee H. Bristol, vice-president and advertising manager of the Bristol-Myers Company, outlines a concrete problem in building a specialty product into a staple.

When it originally considered adding this hair preparation to the line, the company had found that the product was one of the largest selling items of its kind in the New York market. Its second feature was that barbers thought well of it and recommended it to customers. Third, men to whom it was recommended by barbers liked it.

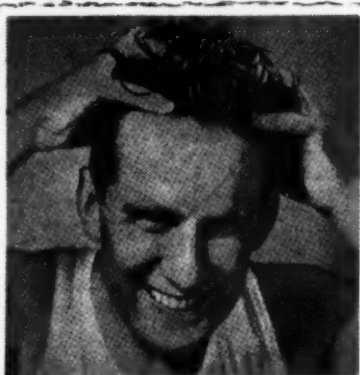
Having satisfied itself as to the product's inherent sales possibilities, the company studied its adaptability to new markets. In finding out how the item was used, it was discovered that men found it satisfactory not only as a scalp and hair stimulant but also as a dressing.

Additional study brought out that in the nine years of the product's existence, Vitalis had done well in the metropolitan area. Also, it had spread, through barber shops mainly but also through drug stores, to other cities on the Eastern and Western seaboards.

What the company had to work with then was: (1) A proved product, (2) a strong New York sale,

and (3) a definite sales vitality in other large cities.

With such facts to work on, Bristol-Myers believed that new sales power could be applied to this accepted product. The company also felt that it would be unwise



50 Seconds to rub

RUB—50 SECONDS. Give your scalp a workout twice a week! Vitalis and massage will stimulate the circulation—renew the nourishing oils—bring health to tight, dry scalps and good looks to lifeless hair!

One of the Illustrations Used in Vitalis Newspaper Advertising—This Shows the First Part of the "60-Second Workout"

to do what so many enthusiastic manufacturers often do—claim so much for the product that customers fade as fast as they have become consumers. There would be no hint that the hair preparation is a miraculous cure for baldness. But in pointing out to men that scalp care and hair dressing are part of good grooming, and by telling of the product as a means of achieving both these ends, the company would have, it believed,

the elements for a sane, sustained advertising campaign.

Research developed the fact that scalp stimulation by massage and with Vitalis would be an effective copy key. This was tied in with the idea of using the product as a dressing by coining the slogan "keeps the hair healthy and handsome."

Then, having revised the old package slightly in order to modernize it, and having changed the copy on the package in order to get the stimulation idea up front, the company was ready to begin its advertising campaign.

"At this point," says Mr. Bristol, "we reasoned that men—who constituted our prime market—were, through the habit of cigarette and other advertising, to be reached more quickly by smash advertising than by small space used with greater frequency. To capitalize this, we decided to open our campaign with a series of seasonal smashes of news appeal.

"As our first smash was to begin July 1 to run to September 5, we reasoned that summer outdoor activity was the logical center around which to build the copy. Investigation had shown that there is a high incidence of Vitalis use where men live outdoors in the sun, bathing, playing tennis, and generally doing things which dry out the hair."

What appeared in three-column space to start the product off on its opening summer smash were such headlines as "The Hot Sun Is Severe on Hair! But don't let it ruin yours! Keep it Healthy, Manageable and Neat with Vitalis," and "Sun bakes the hair! Water parches the scalp! Save your hair from the effects of Sun and Salt!" With each of these eye-catching headlines were action pictures of swimmers and tennis players and golf players, with the hair of each shown prominently.

In planning where to run this smash campaign, the company made use of the barber backlog.

Realizing the importance of the barber in the merchandising of the product, part of each advertisement was devoted to a picture of a barber applying the preparation to a man seated in a barber chair. Second, Bristol-Myers picked for this



10 Seconds to comb

COMB your hair and brush it—ten seconds more for this and your Vitalis workout is done! Notice how lustrous your hair has become, how full of life it is, how much better looking you are!

The Second Part of the "60-Second Workout" as Shown in Vitalis Advertising

first campaign cities in which it had good barber shop support as well as drug store distribution. This meant that the advertising smashes appeared in nine cities on the Atlantic and Pacific coasts. While the company went right on promoting sales in the other sections of the country through its salesmen, advertising was limited to those centers where sales and barber shop support showed the product already was making definite, satisfactory progress.

In a three-column large smash and a two-column smaller advertisement once a week in most of the cities and in two papers in two cities and five in New York, the campaign carried on through the entire summer. Then, from September 28 to probably the end of November, a second smash-type campaign was launched. For this second drive, two cities were added, New Haven and Washington,

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"FAME COMES ONLY WHEN DESERVED"

The leadership of The Cincinnati Times-Star is not accidental. Not just one year, but for many years, advertisers have recognized the preferred following of this medium. Their confidence has been based on the unwavering record of The Times-Star for producing greatest sales quickly and economically.

The Times-Star does more than build sales. Through constant association with all your prospects in the Cincinnati area, it creates priceless goodwill for your product.

This responsive market is sold completely and at one low advertising cost by The Times-Star.

THE CINCINNATI TIMES-STAR

HULBERT TAFT
President and Editor-in-Chief

Eastern Representative
MARTIN L. MARSH
60 East 42nd Street
New York



Western Representative
KELLOGG M. PATTERSON
333 N. Michigan Avenue
Chicago

MEMBER OF A.B.C.—MAJOR MARKET NEWSPAPERS, INC.—MEDIA RECORDS

where the population has a certain seasonal variation.

This second smash campaign, retaining the basic idea of playing up the product for its double use in keeping hair healthy and handsome, has been built around a "60-second workout."

Again the barber is shown at the bottom of each advertisement. And the general body of copy tells clearly and simply the story of the product's use for health and looks, the effort being to sell the idea of regular use of the preparation as a 60-second part of the dressing routine—comparable to the daily brushing of teeth.

Recognizing that the upper end of the male market—older men who use Vitalis as a tonic chiefly—must be retained and that the lower end must be built up, and on the appeal of looks rather than health, the company felt that reducing cost of the merchandise would be a wise step. This would make it easier for younger men to buy. Accordingly, the \$1 and \$1.75 sizes were supplemented with a smaller unit retailing for 50 cents. This package, it was believed, would be in keeping with the current trend to smaller units and would open up a large new sales strata of young men. Announcement of this new Vitalis package was made in September.

Realizing also that the barber, whose help the company has appreciated from the start, was having a difficult time these days in selling his money-making extras to customers economizing on such extras, the price to the trade was reduced from \$6 for a gallon with two full 10-ounce stand bottles to \$4.50 for the same unit. This move was announced to the trade in October.

"Returns from our plan," says Mr. Bristol, "have proved that we are on the right track in making this former specialty a steady seller in the staple class. Since the campaign got under way, sales have exceeded our anticipated increase by 50 per cent. This in spite of the fact that we set a good quota to start with. Sales have been going up steadily where we already had good distribution, and

they also have increased where our salesmen have been promoting without the backing of these particular advertising efforts.

"What we most wanted appears to be working out. We wanted a slow but steady increase, rather than a tremendous sales jump. Our advertising theme evidently has been achieving just that result. It would seem that we are being successful in our effort to impress on the male market that hair tonic is as essential to men as toothpaste and should be used regularly; that it is a staple product and not a specialty."

Appointments on "Printers' Ink"

Robert W. Palmer, who for nine years has served as managing editor of **PRINTERS' INK** with distinction, has taken a leave of absence to go on an extended trip to Cuba and the West Indies. Upon his return he will continue with **PRINTERS' INK** and **PRINTERS' INK MONTHLY** as associate editor.

G. A. Nichols, for many years **PRINTERS' INK** editorial representative in Chicago, takes up the position of managing editor.

Roy Dickinson, associate editor, and Douglas Taylor, sales manager, become vice-presidents of the company.

W. J. Weber Joins Columbia Broadcasting System

William J. Weber, for the last several years national advertising manager and radio editor of the *Charlotte, N. C., News*, has resigned to become sales director of the Dixie network of the Columbia Broadcasting System. His headquarters will be in Charlotte.

Mary Reed Hartson Returns to Coast

Mary Reed Hartson, representative of manufacturers and advertising agencies, has returned to Los Angeles. Her mailing address is P. O. Box 155, Palms Verde Est., Calif.

U. S. Envelope Account to Ayer

The U. S. Envelope Company, Springfield, Mass., has appointed N. W. Ayer & Son, Inc., to direct its advertising account. This appointment includes the advertising for the Linweave Division.

Paint Account to L. T. & L.

The Pittsburgh Plate Glass Company has appointed the Chicago office of Lord & Thomas and Logan, Inc., to handle the advertising of its paint division, which has headquarters at Milwaukee.

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Curves are coming back (glory be!). Delineator Institute is quick to herald with this new silver pattern, the fashion for charm, femininity and flowing grace in table decoration. Advance showings of the new and beautiful in such luxurious necessities as silverware, china, glass, and linen, are made possible to Delineator readers by a department especially created for this purpose.



*Delineator Institute exists primarily
for the editing of more interesting
and more helpful service articles*

Just about Ourselves

THIS ADVERTISEMENT is about ourselves and for that reason probably won't be very effective. The way to interest you is to tell you how to make some money. Aside from that detail, you are not much concerned about us or what we think of ourselves.

As a matter of fact, we shall be satisfied if two or three men read to the end and get the impression that we are the kind of advertising agency they have been looking for.

You see, no two agencies are just alike. There are other good ones—better suited to their clients, probably, than we should be. About one hundred important advertisers seem to feel that we are best suited to their requirements. For clients are different, also.

The way we accumulated our rather imposing firm name has some bearing on the matter. The former George Batten Company dated back about forty years, which is antiquity for an advertising agency. It had grown to be one of the largest, most competent and respected agencies in the business. After Mr. Batten died, William H. Johns, who had been associated with Mr. Batten from the beginning, headed a group of the important men of the agency which acquired ownership, and this group was added to gradually as the younger men earned their spurs. Every dollar's worth of stock was owned by men

and women active in the business.

In 1919, three young men started their own agency: Bruce Barton, Roy Durstine, and Alex Osborn. They were all pretty good advertising men for their age, and attracted some very desirable accounts. But instead of making a quick clean-up, they decided to build an organization. Their method of doing so hadn't been tried before. Each year they combed several colleges for the cream of the crop. This raw material was toasted in the fire of rigorous training, and in the course of years there formed a group which was able to hold its own in fast company. As each man qualified, he was made a partner, until there were about thirty who shared in the earnings.

So here were two groups of men and women, equal in size (each about three hundred people) and doing almost exactly the same amount of business; both notably prosperous, and both owning their respective companies. One was rich in experience, with a highly developed technique and a number of special departments which had acquired unusual competency through slow, careful development. The other was young, ardent and brilliant, and it too had developed a number of services to a usefulness far beyond what was expected of an agency.

These two groups happened to be in the same building, one on the

tenth floor and one on the seventh. They were competitors, but they knew and liked and respected each other. It gradually was borne in upon them that they had a lot in common and to a remarkable degree complemented each other. Each was strong in qualities which the other lacked.

So we just naturally got together.

Now, if anyone is still reading, the point we hope he will get is that we are exceptionally well rounded. When you join the *strength* of two strong organizations, and cut out the soft spots of both, you can't help getting a fairly vigorous result. If we were doing your advertising, you would expect us to be positive, dogmatic and convincing in what we wrote about your goods, so we might as well give you a sample of our abilities along these lines by going the limit as to our qualities.

We are told that we have the ablest, best equipped and most useful marketing department that any agency ever built up. We couldn't explain all about it in a book so you'll have to come in and see it function if you are interested.

We have the strongest radio department that has been developed in that youngest branch of advertising. We are putting on as many as one hundred and nineteen programs in a week, over five hundred stations. We believe we have a sounder grasp of radio technique than you are likely to find in any other agency.

We have won more Harvard Awards (the highest critical test of advertising that has existed) than any two other agencies put together.

To tell the truth, we hate that kind of boasting and doubt its effectiveness except to get competitors sore, which may be fun but is not profitable. So while we could talk about ourselves for several columns, we shall stress just one more point: If you are thinking of advertising, or are considering a change, you ought to know us. You may not like our ideas at all—a lot of advertisers don't. Then again, we may have so much in common, and you may see in us so much that you need, that we may just naturally get together.

Anyway, there's almost no danger in talking to us.

Once a month, or more frequently, we issue a publication called The Wedge. Each issue is devoted to a single editorial on some phase of business. If you are a business executive and would like to receive copies, telephone or write our nearest office.

BATTEN, BARTON, DURSTINE & OSBORN

INCORPORATED

ADVERTISING

383 Madison Avenue, New York

CHICAGO: McCormick Building • BOSTON: 10 State Street • BUFFALO: Rand Building
PITTSBURGH: Grant Building • MINNEAPOLIS: Northwestern Bank Building

Each Salesman Writes His Own Advertising Ticket

No Clever or Pretty Copy for Beech-Nut—Present Sales Are the Goal Rather Than Good-Will Three Years from Today

By Bernard A. Grimes

ARTWORK to please the vanity of its creators, copy written to catch the eyes of other copy writers, these have no place in Beech-Nut's new advertising plans. Plans are geared to win consumer sales, to get a profit from the advertising dollar now and so justify the future employment of more advertising dollars. They are not plans which will excite the praise of sophisticates who scorn brass-tack details.

The Beech-Nut Packing Company's campaign will emphasize the trend to economize by getting more out of advertising dollars—not skimping them. Advertising will be employed only where its work will produce sales. Forthcoming advertising will reveal, for example, that what advertising dollars buy will be made to do double duty.

Specifically, this article deals with that phase of the Beech-Nut program which makes every territorial salesman the steward of advertising funds spent in his territory. Salesmen will write their own advertising tickets. There will be limitations to insure an exercise of judgment. Money spent in each territory will be determined by sales production.

Beech-Nut will meet the salesman more than half-way. It will not arbitrarily dictate that he run a campaign on a product which is not popular in his territory when the same effort behind a popular product will facilitate its sale.

The Beech-Nut food line includes peanut butter, cream crackers, bacon, tomato juice cocktail, catsup, chile sauce and coffee, which is the leader. Advertising procedure, heretofore, has been to conduct a large campaign on coffee, getting coverage for other products in space that largely advertised coffee alone. The new plan brings to the salesman coffee advertise-

ments and advertisements for each product in the line.

Flexibility is the plan's chief characteristic. Copy for each product is sent as individual advertisements, to be put together by the newspaper. Completed advertisements can be made up of any number of units. A sample arrangement is reproduced on page 57.

Coffee, the leader, must be a part of every completed unit. Otherwise, the salesman is the tailor who cuts the cloth to fit his needs. He may combine five other product advertisements in the layout, or one. Or he may use a strip which talks quality and price for the Beech-Nut line.

Each salesman, thus made the advertising manager for his bailiwick, is given more than coffee to talk about. The method also brings to the public a consciousness of the breadth of the line. Made directly responsible for the selection of what is advertised, the salesman naturally sees to it that his recommendation works and justifies itself.

The plan is not the attempt of an advertiser to duck responsibility for advertising. It is a direct move to place upon the shoulders of the sales staff a feeling of responsibility for advertising effort. It is a move by an advertiser to take out blue-sky stuff, to drop no advertising dollars where they won't get enthusiastic selling support, and to fit a national advertising program to local conditions in each community.

Such a program necessitates a lot of work in layout and checking. It is in line with suggestions made that national advertisers take a leaf from the advertising notebooks of department stores which give space in proportion to the pulling power of departments. The Beech-Nut newspaper campaign

departmentalizes its products and does it where each department is most popular.

Coffee as the leader and volume producer, alone, does not justify the advertising expenditure which is justified when other products are individually advertised in company with coffee. The more products taken along helps to increase sales returns and lower both sales costs

and the ratio of advertising expense to sales for each product in the line.

The campaign is running in 135 cities. Behind it is a much higher advertising expenditure than has been spent in corresponding periods. If the idea acquits itself, expectations are that it will carry over into 1932. Early returns are promising.



Try this on your Breakfast Toast

A new flavor is added when hot, lightly buttered toast is spread with rich, nutty flavored Beech-Nut Peanut Butter—right out to the crust. How it does satisfy that morning craving for something new and savory. Makes toast much easier for children to eat, too. No coaxing when you give them this tasty peanut treat.

Beech-Nut Peanut Butter

Children love it for lunches



A bracing tonic health food

It is easy to create a normal appetite by serving Beech-Nut Tomato Juice Cocktail. The pure juice from plump, fully ripened tomatoes is full of bracing tonic healthfulness and it gives you so much in food value. Prepared in the scientific

Beech-Nut way which preserves all the vitamin content and rich, red color of the fresh fruit, it is a natural beverage for all the year round. Build up a health reserve by drinking it morning, noon and night. You'll enjoy its tangy flavor

Beech-Nut Tomato Juice Cocktail

Beech-Nut Tomato Juice Cocktail is especially good for a children's drink. Beech-Nut Cereals and Cakes. These are delicious (specially recommended) with all the quoniam and flour found in other Beech-Nut Foods.



Beech-Nut Catsup adds tang and flavor . . .

There are times when we need new tang in our foods—sometimes to perk up the palate and stimulate our appetites. Beech-Nut Catsup is a spicy, useful appetizer—a perfectly seasoned, seasoning condiment. You can do

wonders in added flavor by using it in soups, sauces, and various appetizers, as well as on meats or roasts, chicken, eggs and sea foods. It is a blend not only of choicest tomatoes but rare spices, herbs and vinegar as well.

Beech-Nut Catsup

Beech-Nut Tomato Juice Cocktail is a bracing appetizer and a delicious health drink. Beech-Nut Tomato Juice (unsweetened) for children



Each flaky layer—means CRISPNESS

Thin, delicate layers of rye, crisp flakes make Beech-Nut Cream Crackers amazingly tender and crispy. Creamy, yet firm in texture, they spread perfectly without crumbling. Not ordinary crackers—they add zest to the humblest soup and bring out the hidden flavors of the simplest salad. A treat when served with cheese, jam or jelly at the end of a heavy meal, or as a tasty light sandwich with afternoon tea.

Beech-Nut Cream Crackers

"Nothing Like Them"

There's nothing more acceptable for light desserts than Beech-Nut London Assortment. A variety of delectable, sweet wafers and filled biscuits to serve guests on any occasion.



Rare coffee flavor for Discriminating Tastes

The world's finest coffees are grown far above the sea on high tropic slopes away from the heat, moist coast lands. In high, clear air and radiant sunlight—favored by warm rains and rich fertile soils, they reach the highest perfection of flavor and fragrant, full-bodied aroma.

From carefully selected beans of these rare, mountain-grown coffees, Beech-Nut blends, in a masterly way, a coffee of unvarying flavor and rich mellow quality—far superior to the ordinary brands of coffee. It is so richly satisfying from the first sip to the last lingering drop in your cup.

Absolute High-Vacuum Freshness

Flavor and freshness are the two most important qualities in coffee. Packed in the most modern type of high-vacuum tin, Beech-Nut Coffee comes to you absolutely fresh with all its original flavor.

Beech-Nut Coffee

Rare Flavor from Tropic Heights



Form Bermingham, Castleman & Pierce

Bermingham, Castleman & Pierce, Inc., is the name of a new advertising agency business which has been formed at New York with offices at 136 East 38th Street. Officers of the new business are Samuel Castleman, president; Arch Bermingham, executive vice-president, and Jonathan Pierce, secretary and treasurer. Mr. Castleman and Mr. Bermingham were formerly vice-presidents of Hadden & Company. Mr. Pierce was formerly a vice-president of the William H. Denney Company, Inc.

Norfolk "Virginian-Pilot" Elects W. S. Wilkinson

William S. Wilkinson, secretary and treasurer, has been elected president of the *Virginian & Pilot Publishing Company*, publisher of the *Norfolk, Va., Virginian-Pilot*, to succeed Colonel L. D. Starke, who died recently. W. J. Gwaltney, national advertising manager, has been elected secretary and B. E. Twine, treasurer. L. R. Sargent was elected to the board to fill the vacancy caused by Mr. Starke's death. Mr. Wilkinson continues on the board.

G. L. Emrich, Vice-President, Williams & Cunyningham

George L. Emrich has been appointed vice-president of Williams & Cunyningham, Inc., Chicago advertising agency. He was formerly for many years Western manager of *McCall's Magazine* and more recently vice-president of The Glen Buck Company. He was also formerly with Williams & Cunyningham.

F. O. Stephenson with Bott Agency

F. O. Stephenson, formerly assistant advertising manager of the W. R. C. Smith Publishing Company, Atlanta, and, later, production manager of the Harvey-Massengale Company, Inc., Atlanta advertising agency, has joined The Bott Advertising Agency, Little Rock, Ark., as copy writer and account executive.

Crawford, McGregor & Canby to Williams & Cunyningham

The Crawford, McGregor & Canby Company, Dayton, Ohio, manufacturer of golf clubs and golf goods, has appointed Williams & Cunyningham, Inc., Chicago advertising agency, to direct its advertising account.

George Bijur with Bonwit Teller

George Bijur, formerly with Erwin, Wasey & Company, Inc., as a copy writer, has joined Bonwit Teller, New York, as director of advertising and sales promotion.

Sunkist Comes Through with Greater Sales

The citrus industry, according to the annual report of the California Fruit Growers Exchange, sold to the American public in this year of reduced buying power 9,000 carloads more than were ever sold before and 54,000 carloads more than last year.

"It is unfortunately true," the report states, "that large crops of any commodity usually mean a low return to the grower who does not get his proper reward for producing a bumper crop. This has always been so. While the returns of this year would necessarily have been low on account of the sheer volume of the crop, the situation between supply and demand this season was further aggravated by the marked reduction in the purchasing power of the average family."

"The 1930-31 Sunkist advertising campaign was the largest in the history of the Exchange and had an important effect on moving the large California crop into consumption without a decided loss to growers," states Paul S. Armstrong, general manager of the Exchange. "In twenty-four years as a national advertiser, the Exchange has invested more than \$15,000,000 in telling the American public of the qualities of California fruits."

E. R. Wright Heads New Business

E. Raymond Wright, Inc., has been established at Chicago to conduct an advertising printing business. E. Raymond Wright, formerly superintendent of the Rogerson Press, of that city, is president.

Milton H. Kreines, for two years with the *Chicago Herald and Examiner* and more recently with the Rogerson sales staff, is vice-president. Headquarters are at 850 West Adams Street.

Everbrite Products to Comer Agency

The Everbrite Products Company, Kansas City, Mo., has appointed the Russell C. Comer Advertising Company, Kansas City, to direct its advertising account. A campaign on Everbrite gasoline and oil heaters is planned.

Appoints Donahue & Coe

The Acme division of the International Projector Corporation, New York, manufacturer and distributor of motion picture projectors, has appointed Donahue & Coe, Inc., advertising agency of that city, to direct its advertising account.

Death of D. A. Loyless

Donald A. Loyless, president of the Loyless Publishing Company and publisher of the *Laundryman's Guide* and the *National Carbonator and Bottler*, Atlanta, died recently at that city. He was sixty-one years old.

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The Task Simplified

• The Cost Reduced



WHEN The Courier-Journal became the only Sunday newspaper in Louisville, the entire Sunday market was made easily accessible to advertisers at a greatly reduced cost, for now this one great

newspaper does the whole job alone.

That this Sunday market is productive is evidenced by the fact that, here in Louisville, Monday ranks with Saturday in volume of retail sales. Insure results in this rich market by covering it at one low cost through—

Louisville's Only Sunday Newspaper

The Courier-Journal

Major Market Newspapers, Inc. Audit Bureau of Circulations



Represented Nationally By The Beckwith Special Agency.



Ropes

A MAZE OF ROPES—incomprehensible, bewildering to a landlubber; but to an “old salt,” just the familiar day’s work—each rope necessary to getting the ship under sail, under way.

Every advertising and sales program has its many “ropes”—a multitude of detail tasks, only a part of which involve actual creation of advertisements. Painstaking preparation, structure of plans, merchandising ideas, coordination of promotional activities . . . all these come first.

Indeed, it is one thing to appropriate money for advertising; and quite another *to make that appropriation pay a maximum return.*

For some products, almost any advertising may produce a certain measure of result.

But upon thorough knowledge of ropes and upon the skill with which those ropes are handled, depend the *degree* of success, the *size* of profit returned by the investment.

Williams & Cunnyingham
Advertising

6 NORTH MICHIGAN AVENUE · CHICAGO
PHILADELPHIA ROCKFORD



Even crows CONCENTRATE on the fattest fields



CROWS waste no time scratching in barren fields, but flock in droves to the best feeding grounds that a neighborhood affords.

Many advertisers are now passing up the barren fields, for they realize that it isn't volume, but concentrated selling among Able-to-Buy families that returns them a profit.

Every market has its fat fields and its lean fields. The fat fields are peopled by the Able-to-Buy families, the lean fields by families who reside in low-rental districts.

In the Portland urban market, where half of the people purchase 85 per cent of the advertised

goods, these Able-to-Buy families make the bulk of their purchases through certain strategically located retailers. The advertiser who sells these retailers and shops can sell the Portland market at a profit, but the advertiser who insists on mixing the lean with the fat must expect to take losses. A guide to the retailers whom the knowing advertiser wants to reach has been set up in the Portland Market Study. Advertisers are using it to reduce selling costs and increase their profits. When you learn of the vast information it contains, you will be using it, too.

You are invited to make use of the Portland Market Study, either in person, or through your Portland representative. It is so valuable that no advertiser can afford to ignore it. If interested, ask your Portland representative to make an appointment with The Oregonian.

The Oregonian

PORTLAND, OREGON

National Representatives

WILLIAMS, LAWRENCE & CRESMER

New York

Chicago

Detroit

San Francisco

Los Angeles

Seattle

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Another Radio Contest—No More, No Less

[EDITORIAL NOTE:—The following is a script of the burlesque of a radio program enacted by The Tastyest Gloom Chasers at the banquet of the Association of National Advertisers. The skit was written in collaboration by Paul B. West, advertising manager of the National Carbon Company, Stuart Peabody, general advertising manager of The Borden Company, and A. W. Lehman, assistant managing director of the A. N. A.]

During this skit, which was enacted before a microphone set up on the stage, Colonel Stoopnagle impersonated an announcer whom they called "Graham Husing," while Budd took the part of another announcer, "Ted McNamee."

Budd:

AND now, ladies and gentlemen, here is something entirely new in radio merchandising—something which you will be surprised to hear about. Listen. Get your ears right next to your loudspeaker. Drink in the words I am about to tell you. Put them down in shorthand. Listen. *We are going to have a contest!* After you have finished washing your mouth with Monday Morning Mouth Wash, spelled W A S H, as in Washington,

save the bottle. And when you are through using your second bottle, save that one, too, until you have collected fifty-two empty bottles, one for every Monday morning in the year. I will now turn you over to my pal, Graham Husing.

Colonel:

Thank you, Ted. To continue with this important announcement about Monday Morning Mouth Wash, ladies and gentlemen, when you have your collection of bottles, inscribe on each, in Chinese characters, not less than 300 words telling how you wash *your* mouth with Monday Morning Mouth Wash. Or better still, use Manchurian characters so that both the Chinese and Japanese may understand them—300 words, no more, and tell us where you put the bottles after you saved them. I will now turn you over to my pal, Ted McNamee, who will tell you something further about the contest.

Budd:

Thank you, Graham. When you have the fifty-two bottles properly inscribed, ladies and gentlemen, mail them in to Monday Morning Mouth Wash, Incorporated, at 5678928 Broadway, or, better still, take them to your nearest drug

store. The prize for the neatest job will be a life-size model of the Empire State Building done in papier-mâché by the eminent Scandinavian sculptor, Colonel Gutzon Borglum Stoopnagle. In case of a tie, *the other winner will be shot*. I will now turn you over to my pal, Graham Husing, for the final announcement.

Colonel:

Thank you, Ted. In the event you do not have the bottles necessary to enter the contest, we have made arrangements with the Bing Bottle Builders of Buffalo to furnish the apparatus required for

blowing your own bottles. The cost is negligible and full particulars may be had by writing Monday Morning Mouth Wash, Incorporated, at 5678928 Broadway. You may now take your ears away from the loudspeaker and stop listening, ladies and gentlemen. Sorry if we have caused you any inconvenience. So, until tomorrow night

Budd:

Thank you.

Colonel:

So, until tomorrow night

Budd:

Thank you.

Artist or Photographer?

UNDER the title "The Challenge of the Camera," Col. Edouard Steichen presented the case for the photograph, at the second lecture in a series sponsored by the Art Directors Club of New York. As the result of questioning a group of agencies, he said that 50 to 90 per cent of the advertisements today are illustrated with photographs. This great preference for photographs, he said, is due to the movies and the newspapers.

"The advertiser has had one thing proved to him," said Mr. Steichen, "and that is photographs have showed him how bad his product looked in reality, and the photograph has been mainly responsible for getting him to have his product and his package redesigned."

Mr. Steichen decried the tendency to be "arty" or purely artistic in striving for photographic effects. He said that advertising is selling and that anything in photography that is purely artistic is not selling. Artistic touches tend to weaken the essential message—the basic idea.

Regarding color photography, he said that there was a real demand, and the demand would eventually be met. He thought it still a long way from perfect, but predicted that as soon as the proper experi-

mentation and thought are given to the subject it will be solved.

Roy Spreter, taking the opposite view, that of the artist, said that the great prevalence of photographs would eventually lead advertisers and art directors back to art. "You can't eat cake seven times a week and not get sick of it," he said. "I cannot see that there is much difference between photography and art. Both are trying to do the same thing—sell merchandise. It is up to the art director to determine which is the better medium for the job at hand."

He said that a certain decorative quality was noticeable in present-day advertising which may be traced to the wide use of photographs, but that both artist and photographer were contributing to this impression. Mr. Spreter believes that the demand tomorrow in advertising will be for ingenuity and high interest value in pictorial treatments. "We must intrigue by exciting interest. The art director is concerned with commanding attention. To do that today he must vary his pace and make his advertisements vie for interest in pages that now look very much alike. Interest in advertising should have something beyond a mere pictorial quality. Advertisements should be able to interpret emotion and show real human appeal."

DON'T OVERLOOK the OBVIOUS

Some things are so obvious that they require no study, investigation, research or survey to bring them to light. So obvious that we are apt to overlook them. For instance, the superiority of the Boston Evening Transcript as an advertising medium.

No one questions that the Boston Transcript goes into the best homes; is read in the leisure hours of evening; has a reader influence that multiplies the selling power of the advertisements in its columns; and is essential to the advertiser who wants to reach Boston's best buyers.

Don't overlook the obvious.

BOSTON EVENING TRANSCRIPT

Highest ratio of BUYERS to readers

CHARLES H. EDDY CO.

Boston New York Chicago

R. J. BIDWELL CO.

San Francisco Los Angeles Seattle

GOOD GOVERNMENT

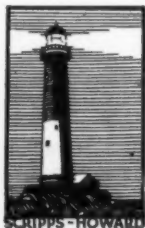
GOOD government wins again in Cincinnati" means the non-partisan "Charter" party has just won control of Cincinnati's city manager government for the fourth successive time.

During the past six years, Cincinnati has become internationally famous as the "best-governed large city." This leadership is assured now for another two years.

How was this victory achieved? By an inspired leadership of self-sacrificing, aggressive citizens and by the vigorous support of a great newspaper, The Cincinnati Post.

Six years ago, the citizens of Cincinnati and The Cincinnati Post won their first battle for good government. Since then, the impressive series of Good Government victories has resulted from the fight led by The Cincinnati Post.

MEMBER OF THE UNITED
PRESS . . . OF THE AUDIT
BUREAU OF CIRCULATIONS
and of MEDIA RECORDS, INC.



The C

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ENWINS AGAIN IN CINCINNATI!

This fall, self-appointed critics of Good Government found The Cincinnati Post giving unfaltering strength to the "Charter" party. Again, those critics failed in their attack.

Little wonder, then, that the outstanding citizens of Cincinnati look upon The Cincinnati Post as their newspaper. They read it thoroughly. They have deep respect for its opinions and an enduring affection for its achievements.

The Cincinnati Post is the newspaper of influential Cincinnati. Keep this fact in mind when you are choosing a medium to carry your message to Cincinnati citizens.

The Cincinnati Post

A SCRIPPS - HOWARD NEWSPAPER

NATIONAL ADVERTISING DEPT. OF SCRIPPS-HOWARD
NEWSPAPERS . . . 230 PARK AVENUE, NEW YORK CITY
CHICAGO · SAN FRANCISCO · LOS ANGELES · DALLAS
DETROIT · PHILADELPHIA · BUFFALO · ATLANTA

Worcester, Massachusetts

SOFA SALESMANSHIP

At no time is it easier to sell Mr. Worcester than when in Sunday leisure he betakes himself with pipe and Sunday Telegram to the sofa in the front room. His wife knows this. His children learned it with their ABC's. Advertisers who know their New England are using the fact to shrewd advantage.

For Worcester, Massachusetts, is in the heart of New England, and when it comes to buying, New England likes to "talk things over," to sleep on its decisions a night or two and then bring them up in the family council on Sunday.

Traditions of centuries have made the New England Sunday a quiet day, a "home day" affording both time and inclination to discuss the family's needs and in family conference to decide them. A well-fed parent, resting on the parlor sofa after the customary big Sunday dinner, is properly supposed to be in the best possible mood to okeh various proposed expenditures.

Sunday advertising is of fundamental importance in selling these families who habitually make many buying decisions on Sunday. It brings pressure at the actual point of sale—the family conference. To the one member of the family who most keenly wants the article advertised, Sunday Telegram advertising is a timely and welcome aid in securing the necessary appropriation from the family budget.

Only through the Sunday Telegram can you secure sales representation at this buyers' meeting around the parlor sofa on Sunday. The Sunday Telegram — Worcester's ONLY Sunday newspaper — is read in 7 of every 10 homes in the city and in thousands of homes throughout the suburban trading area. In the direct and indirect pressure which it exerts on Worcester's purse-strings, the Sunday Telegram has become an indispensable sales factor for every advertiser wishing maximum returns from the rich, stable Worcester Market.

Average Net Paid Circulation 54,094

THE TELEGRAM-GAZETTE

Worcester, Massachusetts

George F. Booth, Publisher

Paul Block and Associates, National Representatives

New York Boston Chicago Detroit Philadelphia San Francisco

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How Were Profit Margins in 1930?

A Table Showing the Per Cent of Gross Income Retained for Net Profit by 357 Corporations in 1929 and 1930

THE following table shows the per cent of gross income that was retained for net profit in 1929 and 1930 by 357 corporations. It was compiled by the Standard Statistics Company, Inc., and is reprinted from the Standard Earnings Bulletin by special permission.

Many corporations are not included in the list because they did not report their gross income for either year. Those companies, also, reporting a deficit in both 1929 and 1930 have been omitted.

If a deficit was reported for only one of the two years, a D indicates this fact. "N. R." indicates that the company either did not report its gross income for that year or issued no public report.

Company	% of Gross Retained for Net	
	1929	1930
ADVERTISING, PRINTING AND PUBLISHING		
Amer. Type Founders Co.	13.5	12.3
Butterick Co.	4.4	6.9
Condé Nast Pub.	13.7	11.6
Curtis Pub. Co.	25.0	23.8
General Outdoor Adv. Co.	6.7	1.7
McCall Corp.	16.5	13.7
International Ptg. Ink. Corp.	10.5	1.1
McGraw-Hill Pub. Co.	16.5	15.2
National Trade Journals	9.8	D
United Business Pub.	13.4	11.5
Gen. Ptg. Ink. Corp.	N.R.	8.9
AIRCRAFT		
Douglas Aircraft	15.2	16.6
Un't'd Aircr'ft & Trans. Cor.	27.7	10.7
Western Air Express	31.6	D
AUTOMOBILES AND TRUCKS		
Auburn Auto Co.	9.5	4.2
Chrysler Corp.	6.7	1.6
General Motors Corp.	16.5	15.4
Hudson Motor Car Co.	5.7	0.4
Hupp Motor Car Corp.	6.4	D
Mack Trucks, Inc.	12.2	4.9
Packard Motor Car Co.	23.0	15.4
Peerless Motor Car Corp.	D	1.1
Reo Motor Car Co.	2.9	D
Studebaker Corp.	8.0	1.7
White Motor Co.	5.2	D
Yellow Truck & Coach	2.4	2.6
Brockway Motor Truck	4.1	D
Marmon Motor Car Co.	2.9	D
AUTOMOBILE PARTS AND ACCESSORIES		
Young (L.A.) Spg. & Wire	N.R.	12.1
Raybestos-Manhattan	14.2	7.0
MotoMeter Gauge & Equip.	2.2	D
AUTOMOBILE TIRES, RUBBER GOODS, ETC.		
Firestone Tire & Rubber	6.8	2.0
General Tire & Rubber		
General Tire & Rubber	5.7	3.0
Goodrich (B. F.) Co.	6.3	D
Goodyear Tire & Rubber	9.7	4.8
Lee Rubber & Tire Corp.	5.6	D
Mohawk Rubber Co.	4.8	D
Seiberling Rubber Co.	0.7	D
U. S. Rubber Co.	3.4	D
ASPHALT AND CEMENT		
Alpha Portland Cement	15.6	12.4
General Asphalt Co.	10.4	6.2
International Cement	20.3	19.9
Lehigh Portland Cement	13.6	12.2
Penn-Dixie Cement Corp.	10.8	14.6
Warren Brothers Co.	8.9	11.0
BUILDING EQUIPMENT, SUPPLIES AND CONSTRUCTION		
American Encaustic Tiling	14.7	D
American Seating Co.	8.9	6.5
Celotex Co.	16.9	5.8
Devco & Reynolds Co.	6.7	0.9
Foundation Co.	1.4	N.R.
Johns-Manville Corp.	10.6	6.6
Sherwin-Williams Co.	7.9	4.7
Yale & Towne Mfg. Co.	13.4	D
General Bronze Corp.	12.8	D
Minneapolis-Honeywell Reg.	23.0	18.2
Amer. Radiator & Std. San.	14.3	6.8
PROPERTY OWNERSHIP AND MANAGEMENT		
Equitable Office Bldg.	57.6	55.4
CHEMICALS (INDUSTRIAL)		
Air Reduc. Co., Inc.	27.4	25.7
Amer. Solvents & Chem.	14.1	D
Atlas Powder Co.	11.3	7.5
Columbian Carbon Co.	28.1	24.6
Freeport Texas Co.	27.3	22.2
Hercules Powder Co.	13.2	9.2
Newport Co.	15.3	9.5
Texas Gulf Sulphur Co.	54.4	54.1
United Carbon Co.	24.9	D
Westvaco Chlorine Prod.	22.1	17.4
FERTILIZERS		
Tennessee Corp.	16.1	10.0
Davison Chem. Co.		8.4
COAL (ANTHRACITE AND BITUMINOUS)		
Burns Bros. (N. J.)	2.3	D
Elk Horn Coal Corp.	9.2	7.7
Lehigh Coal & Navigation	15.7	N.R.
Penn. Coal & Coke	3.5	0.2
Phila. & Reading Coal & Iron	2.1	5.7
Pittsburgh Coal Co.	3.8	1.5
Lehigh Valley Coal Corp.	7.0	7.5
ELECTRICAL EQUIPMENT		
Cutler-Hammer, Inc.	21.5	12.6
Elec. Storage Battery Co.	15.9	15.3
Formica Insulation Co.	24.0	12.4
General Electric Co.	15.5	14.3
Westinghouse Elec. & Mfg.	12.3	6.5
General Cable Corp.	38.9	D

	% of Gross Retained for Net			% of Gross Retained for Net	
	1929	1930		1929	1930
MACHINERY AND MACHINE EQUIPMENT					
Dubilier Condenser	10.0	D	Allis Chalmers Mfg. Co. . .	11.2	10.5
Hazeltine Corp.	25.3	33.3	Amer. Machine & F'dry Co. .	30.9	35.6
Radio Corp. of America . . .	9.8	5.1	Caterpillar Tractor Co. . . .	23.0	20.6
United Amer. Bosch Corp. . .	7.5	D	Fairbanks, Morse & Co. . . .	8.7	4.9
Arcturus Radio Tube Co. . . .	10.3	D	Link Belt Co.	13.0	11.2
Sparks-Withington Co.	14.6	11.7	Seagrave Corp.	13.3	6.3
Polymet Mfg. Corp.	21.0	6.7	United Eng. & F'dry Co. . .	17.8	18.8
			Hart-Carter Co.	22.0	5.6
BAKING PRODUCTS AND FLOUR					
Purity Bakeries Corp.	12.8	N.R.	AGRICULTURAL MACHINERY		
CANDY, SOFT DRINKS, CHEWING GUM, ETC.			Gleaner Combine Harvester. .	19.4	22.7
Brach (E. J.) & Sons	8.0	7.4	Mnpls. Moline Pwr. Imp. Co. .	12.0	7.8
Coca-Cola Co.	26.1	32.8	Oliver Farm Eq. Co.	12.12	D
Hires (Chas. E.) Co.	15.5	19.4	MEDICINES, DRUGS AND COSMETICS		
Sweets Co. of America	10.2	11.5	American Home Products . .	24.0	22.2
Hershey Chocolate Corp. . . .	17.8	19.4	McKesson & Robbins	3.37	2.9
White Rock Mineral Springs	34.2	37.3	Vadeco Sales Corp.	10.2	D
Canada Dry Ginger Ale . . .	76.9	71.0	COPPER		
DAIRY PRODUCTS			Anaconda Copper Mining . .	22.0	12.3
Beatrice Creamery Co.	3.0	4.1	Calumet & Hecla Cons. . . .	34.7	12.6
The Borden Co.	13.7	6.3	Cerro de Pasco Copper . . .	16.0	D
National Dairy Products . . .	7.9	8.2	Granby Cons. M. S. & P. Co. .	22.9	1.6
Southern Dairies, Inc.	10.7	3.8	Howe Sound Co.	21.8	14.9
U. S. Dairy Products	8.4	7.2	Inspiration Consol. Copper..	29.5	9.4
Western Dairy Products . . .	6.7	6.3	Magma Copper Corp.	42.1	22.4
Cons. Dairy Products	N.R.	6.9	Miami Copper Co.	33.0	8.2
MISCELLANEOUS FOODS			Nevada Consolidated Copper.	36.5	9.7
Beech-Nut Packing Co.	11.1	10.5	Phelps-Dodge Co.	23.9	0.6
General Foods Corp.	15.0	16.1	United Verde Ext. Mining..	24.7	D
Nat'l Distillers Products . . .	31.8	9.1	Calumet & Arizona Mining..	31.9	7.4
Snider Packing Corp.	2.7	1.5	Noranda Mines, Ltd.	39.1	30.9
Wesson Oil & Snowdrift . . .	3.8	5.2	LEAD AND ZINC		
MEAT PACKING			Amer. Zinc, Lead & Smelt. . .	7.6	3.2
Cudahy Packing Co.	1.9	2.1	Bunker Hill & Sul. M. & C. .	28.9	21.9
Wilson & Co., Inc.	1.3	N.R.	Cons. Mng. & Sm. Co.	28.7	11.1
Hormel (Geo. A.) & Co.	6.1	3.0	Federal Mining & Smelting..	21.0	9.7
Gobel (Adolf), Inc.	0.9	1.0	MISCELLANEOUS MINING AND SMELTING		
Morrell (John) & Co.	3.8	2.5	Dome Mines, Ltd.	45.6	8.2
FLOOR COVERINGS			Federated Metals Corp.	2.7	D
Bigelow-Sanford Carpet	7.9	D	Hecla Mining Co.	50.7	36.9
Mohawk Carpet Mills	7.9	N.R.	Hollinger Consol. Gold Mines	36.0	36.3
ICE AND REFRIGERATION			Lake Shore Mines, Ltd.	47.7	47.0
American Ice Co.	17.7	17.3	McIntyre Porcupine Mines..	39.1	36.8
City Ice & Fuel Co.	23.5	23.7	Nipissing Mines Co.	18.6	D
Kelvinator Corp.	6.3	8.5	Patino Mines & Enterprise..	22.0	D
Copeland Products	N.R.	2.6	Teck-Hughes Gold Mines . .	51.0	55.4
MISCELLANEOUS HOUSEHOLD			MISCELLANEOUS MANUFACTUR- ING		
Eureka Vacuum Cleaner . . .	11.8	D	Atlas Plywood Corp.	10.4	N.R.
Holland Furnace Co.	13.0	10.9	Atlas Tack Corp.	3.4	D
Maytag Co.	26.0	13.7	Driver-Harris Co.	12.4	8.3
Procter & Gamble Co.	10.1	11.7	Glidden Co. (The)	8.2	1.9
Simmons Co.	9.4	0.7	Hollander (A.) & Son	11.1	9.4
Super Maid Corp.	21.1	D	International Silver Co. . . .	7.3	D
Williams Oil-O-Matic	0.0	D	Liquid Carbonic Corp.	14.1	13.3
Colgate-Palmolive-Peet . . .	9.0	9.5	Mengel Co.	8.3	D
LEATHER, TANNERY, ETC.			Nat. Enam. & Stamping Co. .	2.6	D
American Hide & Leather . . .	D	1.4	National Lead Co.	N.R.	5.9
SHOES			Remington Arms Co.	10.8	11.2
Brown Shoe Co., Inc.	4.7	4.5	Thatcher Mfg. Co.	17.8	16.9
Endicott-Johnson Corp.	4.1	1.6	MacAndrews & Forbes . . .	11.6	12.9
International Shoe Co.	12.7	12.4	Reynolds Metals Co.	24.4	14.8
Kinney (G. R.) Co.	5.7	2.0	Trans-Lux Daylight Pict. . .	59.3	56.4
Melville Shoe Corp.	6.3	0.5	MISCELLANEOUS SERVICES		
			Consolidated Laundries . . .	10.7	10.3
			New York Dock Co.	35.0	34.6
			U. S. Distributing Corp. . . .	3.5	2.6
			U. S. Freight Co.	3.2	D

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OFFICE AND BUSINESS EQUIPMENT		% of Gross Retained for Net		% of Gross Retained for Net	
		1929	1930	1929	1930
Art Metal Construc.	11.9	6.5	Sears, Roebuck & Co.	7.2	4.0
General Fireproofing	12.2	10.6	Spiegel, May, Stern Co. ...	7.9	D
National Cash Register	14.4	7.7	RESTAURANTS		
Remington-Rand, Inc.	11.3	5.4	Childs Co.	6.2	6.2
OIL PRODUCING AND REFINING			Shattuck (F. G.) Co.	13.1	10.0
Amerada Corp.	19.2	28.8	TOBACCO STORES		
American Republics Corp. ..	3.2	D	Schulte Retail Stores	N.R.	2.9
Atlantic Refining Co.	11.7	2.7	United Cigar Stores Co.	N.R.	2.2
Barnsdall Corp.	23.4	20.5	GENERAL CHAINS		
Gulf Oil Corp. of Penn.	17.5	6.1	Grant (W. T.) & Co.	4.6	4.7
Houston Oil Co. of Tex.	23.1	19.7	Kresge (S. S.) Co.	9.8	7.9
Humble Oil & Refining	17.0	12.5	Kress (S. H.) & Co.	8.5	7.6
Indian Refining Co.	5.3	D	McCroly Stores Corp.	6.6	5.8
Ohio Oil Co.	14.4	17.3	Newberry (J. J.) Co.	6.1	5.6
Phillips Petroleum Co.	29.5	8.3	Woolworth (F. W.) Co.	11.4	11.6
Prairie Oil & Gas Co.	11.5	3.4	Penney (J. C.) Co.	5.9	4.3
Prairie Pipe Line Co.	53.4	44.6	Grand-Silver Stores	5.8	5.7
Pure Oil Co.	9.9	7.6	SHIPPING AND SHIPBUILDING		
Shell Union Oil Corp.	N.R.	0.6	Amer.-Hawaiian S. S. Co. ...	5.3	D
Sinclair Cons. Oil Corp.	11.5	12.1	Atl'tic, Gulf & West Indies..	11.6	6.0
Skelly Oil Co.	20.6	10.7	Eastern Steamship Lines	16.4	14.2
Standard Oil (Ind.)	N.R.	11.0	Intl. Mercantile Marine	24.5	18.4
Standard Oil (Kansas)	4.8	4.2	STEEL AND IRON		
Standard Oil (N. J.)	N.R.	3.6	American Rolling Mill	10.7	3.7
Standard Oil of N. Y.	8.4	N.R.	Bethlehem Steel Corp.	15.3	11.7
Standard Oil of Ohio	6.6	6.1	Blaw Knox Co.	16.3	15.9
Sun Oil Co.	10.2	8.6	Byers (A. M.) Co.	18.4	13.6
Tide Water Associated	8.4	7.2	Gulf States Steel Co.	13.8	D
Union Oil Co. of Calif.	18.1	12.5	Inland Steel Co.	18.8	14.8
Rio Grande Oil Co.	24.7	15.9	Keystone Steel & Wire	14.7	9.5
Warner-Quinlan Co.	11.5	D	Ludlum Steel Co.	11.8	D
Continental Oil Co.	12.8	2.3	McKeesport Tin Plate Co. ...	13.4	14.6
PAPER AND PAPER PRODUCTS			Superior Steel Corp.	2.6	D
Amer. Writing Paper Co. ..	5.6	4.6	Truscon Steel Co.	6.4	4.1
Scott Paper Co.	11.8	12.1	U. S. Steel Corp.	13.7	9.2
Kimberly-Clark Corp.	18.3	15.1	Vulcan Detinning Co.	10.1	7.4
RAILROAD EQUIPMENT			Warren Foundry & Pipe	8.5	11.1
Baldwin Locomotive	6.9	8.3	Youngstown Sheet & Tube ...	N.R.	9.5
General Amer. Tank Car	21.3	21.2	Follansbee Bros. Co.	10.4	D
Poor & Co.	13.6	8.9	Interlake Iron Corp.	13.5	11.6
No. Amer. Car Corp.	N.R.	39.1	SUGAR PRODUCING AND REFINING		
DEPARTMENT AND APPAREL STORES			Central Aguirre Associated..	5.2	21.7
Abraham & Straus, Inc.	5.0	4.5	Cuban-American Sugar	7.0	D
Best & Co., Inc.	9.1	8.7	Cuban Dominican Sugar	6.1	D
Bloomingdale Bros.	2.3	2.5	Fajardo Sugar Co.	D	8.5
Fair (The)	5.7	2.1	Manati Sugar Co.	16.3	13.2
Gimbel Bros., Inc.	2.5	1.8	South Porto Rico Sugar	16.2	11.2
Interstate Dept. Stores	4.3	3.1	HOSIERY AND MISCELLANEOUS KNIT GOODS		
Kaufmann Dept. Stores	6.2	5.2	Durham Hosiery Mills	5.6	0.8
Kresge Dept. Stores	5.6	5.8	Kayser (Julius) & Co.	10.1	1.9
May Dept. Stores Co.	5.4	4.0	Adams-Millis Corp.	13.0	11.8
National Dept. Stores	3.7	0.1	MISCELLANEOUS APPAREL		
Oppenheim, Collins & Co. ...	7.6	5.6	Associated Apparel Ind.	8.5	N.R.
Hahn Department Stores	3.9	2.9	Cavanagh-Dobbs, Inc.	4.5	D
Macy (R. H.) & Co.	7.2	5.6	Cluett-Peabody & Co.	3.1	N.R.
Marshall Field & Co.	5.6	3.7	Munsingwear, Inc.	11.3	5.3
GROCERY STORES			Phillips-Jones Corp.	4.9	D
American Stores Co.	4.6	4.1	COTTON AND COTTON GOODS		
Dominion Stores, Ltd.	2.4	2.2	Cannon Mills Co.	12.8	6.2
First National Stores	4.5	4.3	Consolidated Textile	0.2	D
Jewel Tea Co., Inc.	9.9	10.3	Naumkeag Steam Cotton	7.0	D
Kroger Grocery & Baking..	2.1	0.8	Pacific Mills	3.1	D
National Tea Co.	3.1	1.6	Pepperell Mfg. Co.	6.6	3.6
Park & Tilford, Inc.	11.9	15.9	Powdrell & Alexander	7.0	2.0
Grand Union Co.	2.8	2.9			
Safeway Stores, Inc.	3.0	1.9			
MAIL ORDER					
Montgomery Ward & Co. ..	5.0	0.2			

			% of Gross Retained for Net		% of Gross Retained for Net	
			1929	1930	1929	1930
Standard Textile Prod.	6.7	D				
U. S. Finishing Co.	8.1	D				
SILK AND SILK GOODS						
Blumenthal (Sidney) & Co.	14.4	D				
THEATERS, MOTION PICTURES AND AMUSEMENTS						
Fox Film Corp.	13.4	13.9				
Loew's, Inc.	12.4	13.0				
Universal Pictures Co.	1.7	D				
Consolidated Film Industries	25.0	D				
Radio-Keith-Orpheum	8.2	8.8				
TOBACCO AND TOBACCO PRODUCTS						
Universal Leaf Tobacco ...	6.2	7.3				
Congress Cigar Co.	18.5	N.R.				
ELECTRIC, GAS, TELEPHONE & TELEGRAPH						
UTILITIES—HOLDING COMPANIES						
Amer. & Foreign Power	46.4	45.4				
Amer. Power & Light	47.6	47.2				
Amer. Water Works & Elec.	42.1	41.2				
Brazilian Trac., L. & P. Co.	41.6	41.7				
North Amer. Co.	38.0	39.1				
Pacific Lighting Corp.	32.9	32.8				
Pub. Service Corp. of N. J.	31.5	32.5				
Standard Gas & Elec.	28.4	33.0				
United Gas Improvement ...	49.8	52.6				
United Light & Power	35.6	31.4				
American Lt. & Traction	31.9	32.1				
Columbia Gas & Elec.	39.2	35.9				
American Gas & Elec.	47.1	46.2				
Cities Service Co.	N.R.	28.1				
Commonwealth & Southern	N.R.	44.6				
Niag. Hud. Pwr. Corp.	N.R.	47.1				
Standard Power & Light	N.R.	27.9				
Stone & Webster, Inc.	N.R.	33.6				
UTILITIES—OPERATING COMPANIES						
Brooklyn Union Gas	32.0	30.4				
Commonwealth Edison	26.2	26.6				
Consol. Gas Co. of N. Y. ...	35.7	35.4				
Con. G. E. L. & P. Co. Balto.	36.4	34.1				
Detroit Edison Co.	33.5	31.8				
Edison Elec. Illum., Boston	56.7	59.9				
Pacific Gas & Electric	40.2	44.4				
Peoples Gas Light & Coke ...	24.2	26.2				
Public Serv. Co., No. Ill. ...	33.4	33.6				
Shawinigan Water & Power	59.1	61.7				
Southern Calif. Edison	55.0	56.1				
UTILITIES—TELEPHONE AND TELEGRAPH						
Amer. Tel. & Tel. Co.	70.2	67.8				
Bell Tel. Co. of Canada	21.2	21.6				
International Tel. & Tel.	26.5	23.9				
New England Tel. & Tel.	22.6	21.9				
Pacific Tel. & Tel.	22.9	22.3				
Southern New England Tel.	24.1	23.8				
Western Union Telegraph ..	12.9	10.7				

Friendly Copy to Scotch a Rumor

A MAN whose business is suffering because of the spread of a rumor has several courses open to him. He can totally ignore the report, he can meet it by advertising in a serious vein, or he can, as the Elder & Johnson Company of Dayton recently did, use friendly, humorous copy, much as an individual would dispose of a rumor if he had the chance to talk it over with a friend.

The rumor which bothered this department store of Dayton, was the report that, due to conditions, people would be unable to charge any longer at the store. Things which had happened to certain banks in the locality were well known to everyone. All sorts of rumors were dashing about and unknowns took upon themselves the job of starting one about this store. The copy, which appeared in large newspaper space, in facsimile handwriting, after mentioning the harm that rumors can cause, became very friendly in the second paragraph. "Some* started the ru-

mor that you can no longer charge at Elders" said the copy.

The company pointed out that this was all news to them, that those who had charge accounts could continue to charge, and also that the store was busily engaged in opening up new accounts every day and was mighty glad to get them.

At the bottom of the page, in parenthesis, the reader was invited to fill in the two blank spaces in the copy with the words which he, himself, would use if some damaging rumor had circulated against him.

This friendly, close-up type of chatty copy, depending on the reader's sense of fair play and sportsmanship by asking him to help write part of it, is a good example of meeting a rumor as it should be met. Not by a long and cumbersome statement, not by dignified silence, but with a sense of humor and a friendly spirit bearing the stamp of true authenticity and sincerity.

% of Gross Retained for Net	1929	1930
...	35.6	31.4
...	31.9	32.1
...	39.2	35.9
...	47.1	46.2
...	N.R.	28.1
...	N.R.	44.6
...	N.R.	47.1
...	N.R.	27.9
...	N.R.	33.6
...	32.0	30.4
...	26.2	26.6
...	35.7	35.4
...	36.4	34.1
...	33.5	31.8
...	56.7	59.9
...	40.2	44.4
...	24.2	26.2
...	33.4	33.6
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...	70.2	67.8
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Entreprise Générale de Chauffage Industriel PILLARD FRÈRES & C^{ie}

SIÈGE SOCIAL: 100, RUE DE LA PAIX, 1000 000 DE PARIS

*Concessionnaires agréés par la Marine Nationale
des Ateliers de Travaux de la Grande Administration Centrale et de l'Etat*

FUMISTERIE INDUSTRIELLE

CHAUFFAGE AU MAZOUT

Modèles "TODD" brevetés
pour la Marine et l'Armement

Modèles "BAIN" brevetés
pour l'Armement et les usines de guerre

CHARGES PULVÉRISÉES

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Marseille 17 Octobre 1931

1^{er} EXPORTATEUR AMÉRICAIN

370, Seventh Avenue

NEW-YORK

-1-1-1-1-1-1-1- (U.S.A.)

AP./ME Messieurs,

Sous le N° 1053 de vos offres de représentation, nous serions heureux d'être mis en relation avec le constructeur en question pour qu'il nous fasse connaître ses fabrications.

Nous utilisons nous-mêmes une assez grande quantité de moteurs depuis 1/30 à 10 CV, que nous nous procurons soit en France soit chez "CESTURY" par l'agent français.

Nous possédons une organisation commerciale avec bureau à PARIS, rue La Motte 58 et un réseau d'agents dans les principaux centres en France et aux Colonies.

Nos références sont :

LYONNAIS & NATIONAL PROVINCIAL FOREIGN BANK Ltd, et CREDIT LYONNAIS à MARSEILLE.

Dans l'attente de votre réponse, nous vous prions d'agréer, Messieurs, nos salutations empressées.

FRANCE

is relatively perhaps the most prosperous country in the world today. This letter from Marseilles is in reply to a distributorship notice in our edition in French. This edition also circulates in Belgium, Italy, Switzerland, the Balkans, Northern Africa, Egypt, Turkey and the French colonies.

Our readers are your buyers abroad.

AMERICAN EXPORTER

World's Largest Export Journal ... 54th Year
370 Seventh Ave. New York

★ ★ ★ It Takes

City by city—industry by industry, NATION'S BUSINESS is ready to prove with actual subscriber checks, giving individual names and titles, that its **PENETRATION** of the business market is economical and adequate. In circulation, in reader regard and in low cost, its leadership is unquestioned.

IN BOSTON, for instance:

Among 88 of the 97 leading business establishments of the city, NATION'S BUSINESS has 477 executive subscribers.

That's 91% coverage of firms, and an average of 5.4% officers and directors in each.

That's **PENETRATION**

Penetration to Sell the Business Market

**Superficial Coverage won't
do the job**

**NATION'S BUSINESS, alone, of
all Business Magazines,
offers PENETRATION**

Sell Them Young



IT is admittedly easier to start a new customer than it is to switch an old timer from a competing brand.

Likewise, it is easier to hold that customer throughout the years than it is for the competitor to wean him away.

Sell them young and hold them through the years to come; thus building an immediately profitable business with a splendid prospect of future permanence.

Put the sales story of your product before these wide-awake high school boys who read **BOYS' LIFE** magazine.

Forms for the February, 1932, issue close December 10th.

BERNARD WEBER, 18 years old, Senior in St. Louis U. High School, is a typical, actual reader of BOYS' LIFE.

BOYS' LIFE

2 PARK AVENUE

NEW YORK

CHICAGO
9 W. WASHINGTON ST.

BLANCHARD, NICHOLS, COLEMAN
LOS ANGELES SAN FRANCISCO

BOSTON
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Books for Business Background

Editor of PRINTERS' INK:

I wonder if you have ever published or considered publishing an article or series of articles, on books that advertising men might find helpful. I don't refer to your reviews of new books, or books on pure advertising subjects, but books of all kinds, business, finance, fiction, biography, travel, or other general subjects that might furnish inspiration or ideas or merely useful information for merchandising men.

DOUGLAS W. CLEPHANE.

PRINTERS' INK has run many articles listing books that in style, vividness, directness, would be helpful to copy writers. Several times, also, lists of books have been run that would give the average reader a cultural viewpoint and general information.

We are now asked for a list from the whole of the world's literature with which a man should be familiar, not for technical purposes but to serve as a broad background. This is a large order but as everyone has a right to mention the books he likes best or which have most interested him, we shall take a chance and list a few. We assume that Mr. Clephane is familiar with lists of classics such as those available in Dr. Eliot's "Five-Foot Shelf of Books," in the "Modern Library" and "Everyman's Library."

Another most interesting and thorough selection is "A Home Library for The White House." The books in this list were presented to the nation for use as a White House library by American booksellers. Ten men were appointed for the purpose of selecting these books, 500 in number, and the final list reflects the best judgment of well-qualified men. This complete list may be obtained for ten cents from the R. R. Bowker Co., 62 West 45th Street, New York.

All these collections cover much ground. We shall try to put down here some books that have pleased us and which seem important to an American. For example, "The Rise of American Civilization" by Charles A. and Mary Beard, is a

history that does not confine itself to battles and great men, but elaborates on the forces that have been at work in our country. It is also well to list that graphic and vivid summary of world-movements, H. G. Wells' "Outline of History."

In the same list probably should come Will Durant's, "The Story of Philosophy."

Economics today is more important than it has been in many years and is too often passed over as being dry and abstruse by the average reader. No business men today can afford to be without at least a grounding in it, especially on its historical side. "A History of Economic Progress in the United States" by W. W. Jennings, is easy reading. Students who wish to go further will also find useful "Principles of Economics" by Alfred Marshall or a book by the same title by F. W. Taussig, or that by Prof. Frank A. Fetter of Princeton.

A book on psychology for the man interested in advertising is always important and probably nothing better has been written than the "Psychology" of William James.

The "Biography of Voltaire" by John Morley and the "Education of Henry Adams" might be added to the biographical section of our library, and it is hard to keep out Lord Charnwood's "Abraham Lincoln" and Hirst's book on Jefferson.

For beauty in literary style one might go far before finding anything better than Lafcadio Hearn's essays, especially in his "Life and Literature," and "The Crock of Gold" by Stephens is sheer delight. Another favorite book of ours is "Dreamthorp" by Alexander Smith, the pattern designer of Kilmarnock who awoke one morning to find himself famous. This type of book, which might come under the head of general works, is particularly interesting to the man who likes fine writing and description. Reading a book by a man like Alexander Smith is interesting to the copy writer whose job it is to take a prosaic object and make it attractive, unusual and interesting.

COSMOPOLITAN

families are

BUYING NOW

more than

twice as many

NEW MOTOR CARS

as their neighbors...

THE CLASS MAGAZINE wi

AN

***115,000 Pittsburgh families
give an important answer to the
question of WHO BUYS IT NOW?**

In the most exhaustive house-to-house market study ever attempted, 115,000 Pittsburgh families have reported their new car purchases, *made within the past year.*

RS

In striking contrast to the general Pittsburgh average of 9.67%—more than double that amount, or 20.78% of the COSMOPOLITAN reading families drove *their new cars* out of some dealer's showroom in the same period.

S...

This is concrete evidence of COSMOPOLITAN readers' *ability as well as willingness to buy now.*

The R. L. Polk & Co., 1931 Pittsburgh Consumer Study

Hearst's International
combined with
Cosmopolitan

57th Street and Eighth Avenue, New York

INE with 1,700,000 Circulation

Without further delay, here is a list of writers and books that we consider interesting and valuable for the average business man, student and advertising executive.

"The Bible"
Shakespeare's Works
Wells' "Outline of History"
Beard's "Rise of American Civilization"
Jennings' "History of Economic Progress in the United States"
Marshall's "Principles of Economics"
James' "Psychology"
Franklin's "Autobiography"
Emerson's Essays
Hearn's "Life and Literature"
Alexander Smith's "Dreamthorp"
James Stephens' "The Crock of Gold"
Samuel Butler's "Erewhon"
Foster and Catching's "Money" and "The Road to Plenty" by the same authors
Thoreau's "Walden Pond"
Will Durant's "The Story of Philosophy"
Henry Adams' "The Education of Henry Adams"
Gamaliel Bradford's "Portraits"
Edward Bellamy's "Looking Backward"
Lord Charnwood's "Abraham Lincoln"
F. W. Hirst's "Life and Letters of Thomas Jefferson"
W. H. Hudson's "Far Away and Long Ago"
John Bryce's "Modern Democracies"
Charles Darwin's "Voyage of the Beagle"
H. M. Tomlinson's "The Sea and the Jungle"
Marcus Aurelius' "Meditations"
J. G. Frazer's "Golden Bough"
Sumner's "Folkways"
Blackmore's "Lorna Doone"
Stephen Crane's "The Red Badge of Courage"
Thomas Hardy's "The Return of the Native"
Sir James Barrie's "Sentimental Tommy"
James Cabell's "The Cream of the Jest"
Willia Cather's "The Lost Lady"
Emerson Hough's "The Covered Wagon"

In the above list, as will be noted, we have added many books not mentioned in the running account and left out such interesting fields as astronomy, nature, biology, art and a host of other fascinating subjects.

Every student should be interested in reference books and the following are probably the most useful:

Roget's "Thesaurus of English Words and Phrases"
Crabb's "English Synonyms"
Young's "Concordance to the Bible"
Crowell's "Readers and Writers Handbook"
"The King's English," by H. W. and F. G. Fowler
"The American Language," by H. L. Mencken

"A Desk Book of Idiomatic Phrases," by Frank H. Vizetelly
"Handbook of Composition," by Edward G. Woolley

This list is of necessity incomplete and fragmentary. Every reader will have some favorite book that he is confident should be in the list. We should be pleased to hear from anyone who has remembered vividly some one book or several books which influenced his life and which should be included in any general list suggested for a background to the advertising man of today.—[Ed. PRINTERS' INK.]

R. W. Sharp to Head Cleveland Business

Ralph W. Sharp, who has been with The Seaver-Brinkman Company, Cleveland advertising agency, will form a new advertising agency at that city on December 1. The new business, which will be known as Ralph W. Sharp and Associates, will be located in the Williamson Building.

Allan Rood to Join Griswold-Eshleman

Allan Rood, of the McGraw-Hill Publishing Company, will join the Griswold-Eshleman Company, Cleveland advertising agency, on December 1, as an account executive.

John Davis, a member of the staff of Griswold-Eshleman agency for the last seven years, has been made treasurer.

Establish New Photography Business

Raphael G. Wolff and William T. Cooley, formerly with Underwood & Underwood, have established the Wolff-Cooley Studios, Inc., at Chicago to conduct a commercial photography business. The new firm is successor to the Chicago studio of Eugene Hutchinson, and has its offices at 864 North Wabash Avenue.

Changes in Canadian Sherwin-Williams

W. S. Falls, president since 1926 of the Sherwin-Williams Company of Canada, Ltd., has been elected chairman of the board. He is succeeded as president by George A. Martin, a member of the board of the Canadian company and president of the Sherwin-Williams Company, Cleveland.

J. B. Berryman Elected Crane President

John B. Berryman, first vice-president of the Crane Company for a number of years, has been elected president to succeed the late Richard T. Crane, Jr. He has been with the Crane company since 1892.

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New Omaha Record Made by World-Herald

In October, 1931, The World-Herald delivered more papers, Daily and Sunday, by carrier to Omaha homes than had ever been delivered in that way before by itself or by any other Omaha newspaper. Over 80% of the city's families were thus served.

With its newsstand and newsboy sales added to its home-delivered carrier circulation, The World-Herald almost blanketed Omaha with its daily circulation in October. The total city figures:

Daily World-Herald Average in Omaha 53,057
Number of families in Omaha 54,845

Including the circulation in Council Bluffs and the rest of the Omaha territory, The World-Herald's total October circulation average was:

Daily..119,189—Sunday..116,047

The World= Herald

National Representatives:
O'MARA & ORMSBEE, Inc.

Lines of Advertising
printed by the Omaha
newspapers during the
first 10 months of 1931—

World-Herald
10,188,038
Bee-News
5,484,584

. . . . No. 2 of a Series of 1931 "SUCCESS STORIES" TH



Oldsmobile goes ahead in the Philadelphia Market^{*}



{ **Back of Oldsmobile's sales increase—and the other successes to be brought to the advertisers' attention in this series—is an amazing story. Every manufacturer selling in this market should hear it before another advertising dollar is spent in Philadelphia.* }

CURTIS-MARTIN NEWSPAPERS, INC. . . DEP

PUBLIC  **LEDGER** **the**

MORNING

EVENING

SUNDAY

MORN

 S STORIES THE PHILADELPHIA MARKET

DURING the first nine months of 1931, Oldsmobile sold 27.1% of all medium-priced cars purchased in Philadelphia—an improvement in its price field of 7% over the same period of 1930—the greatest percentage of gain of any car in its price range.

Since the Automobile Show last January, Oldsmobile has used the Curtis-Martin newspapers *exclusively* in Philadelphia.

During the first nine months of 1931, Oldsmobile increased its concentration of advertising in the Curtis-Martin newspapers to 91.5%.



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NC. . . DEPENDENCE SQUARE, PHILADELPHIA

DGE **The Philadelphia Inquirer**

SUNDAY MORNING

SUNDAY

Tooth Paste Teeth

JOHN BROWN anticipated today's advertisers when he wrote in the eighteenth century:

'Tis mean for empty praise of wit
to write,
As fopplings grin to show their teeth
are white.

The girls and boy are smiling for Pro-phy-lac-tic Tooth Brushes, Squibb Dental Cream, Pepsodent Tooth Paste, Tek Tooth Brushes, Listerine Tooth Paste, Kolynos Dental Cream and Dr. West's Tooth Brushes.



A. N. A. Elects



Blank & Stoller

Lee H. Bristol



W. B. Griffen



Underwood & Underwood

Paul B. West

LEE H. BRISTOL, of the Bristol-Myers Company, has been re-elected president of the Association of National Advertisers. Paul B. West, National Carbon Company; W. B. Griffen, International Silver Company, and W. L. Schaeffer, National Tube Company, were elected to serve on Mr. Bristol's board of twelve directors. PRINTERS' INK would like to present Mr. Schaeffer to its readers, but he has eluded the photographers.

Bennett Chapple, The American Rolling Mill Company, the only other director whose term expired this year, was re-elected. The officers re-elected were, president, Mr. Bristol; vice-presidents, Stuart Peabody, The Borden Company; W. A. Grove, Edison General Electric Appliance Company, and P. J. Kelly, The B. F. Goodrich Rubber Company.

Albert E. Haase continues as managing director and secretary-treasurer of the association.

Enthusiasm

"NO other manufacturers in these United States have combated rainy-day dowdiness on so grand a scale as Follmer-Clogg" [umbrellas].

"The most important equipment in any place of business" [Detex Watch Clocks].

"Without a doubt Plastic Wood is one of the greatest discoveries of the century."

"Women instinctively trust Armin Varady, the Master. A personality so competent and experienced, so sincere, so full of earnestness and fire, that no one can doubt his future. His System of Corrective Cosmetics is destined to change the whole course of Beauty Culture in this country."

". . . The Hoover removes 33% more dirt than the best of other cleaners."

"And then the spices. Seven varieties are used in None Such [Mince Meat]—some so rare that you couldn't buy them yourself in the finest market."

"The McCormick-Deering Farm-all has taken the lead among all tractors because it has proved itself everywhere as the handiest, most useful form of farm power ever offered to the farmer."

"It is a de luxe product of Colt ingenuity and Colt craftsmanship, and stands out as the finest and most accurate target revolver yet produced."

If you want to DON'T BUY GHOST CIRCULATION



D. F. KELLY, President of the Fair, Chicago, and President of the National Retail Dry Goods Association, says: "Is there not such a thing as excessive circulation—excessive in cost to secure, excessive in cost to manufacture and excessive in cost to the advertiser?"

"If the money spent so lavishly to secure what might be termed 'phantom circulation' were used in an effort to build the best possible circulation, so far as productivity is concerned, would it not be of greater profit to the publisher and his clientele? How much is ghost circulation and how much is deserved circulation?"

"Many believe 20% is waste, for which the advertiser is paying because of the competitive ambition and pride of the publishers."

want lower advertising costs OST CIRCULATION



When you advertise in SCRIPPS-HOWARD Newspapers you avoid phantom circulation. Not one dollar is spent for circulation outside of natural trading territories—profit areas. No contests. No forced combinations. No rural scatteration.

74.4%

OF SCRIPPS-HOWARD
CIRCULATION IS CON-
CENTRATED IN CITIES

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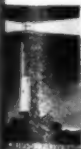
90.7%

OF SCRIPPS-HOWARD
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SCRIPPS-HOWARD NEWSPAPERS OFFER THE HIGHEST CON-
CENTRATION OF CIRCULATION AVAILABLE IN ONE
UNIT FOR NATIONAL ADVERTISING. CONFINE YOUR
ADVERTISING WHERE GREATEST PROFIT CAN BE MADE.

SCRIPPS • HOWARD • NEWSPAPERS



MEMBERS OF THE UNITED PRESS . . . OF THE AUDIT
BUREAU OF CIRCULATIONS AND OF MEDIA RECORDS, INC.

NEW YORK • CHICAGO • DETROIT • ATLANTA • BUFFALO
SAN FRANCISCO • PHILADELPHIA • LOS ANGELES • DALLAS

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Legal Hurdles for Big Business in Latin America

Some Things to Consider Before Doing Business with Our Southern Neighbors—Part II

By David E. Grant

Of the New York Bar

OUR American executive having gained an idea of what qualification is, and what it means, it would not be amiss to sketch briefly the questions of expediency, which, after all, present the real problem for him, when he contemplates extending his business into any South American country. He has one of four alternatives open to him:

First, to qualify the principal or the mother corporation. In the case of large organizations, this course presents objections so formidable as to preclude its adoption. In the light of what has been said, let the reader imagine the expense and the cumbersome task of qualifying the U. S. Steel Corporation, the General Electric Company or one of the Standard Oil companies or, in fact, any one of our great corporations, with their huge capitalization, their charter granted many years ago, in some cases by special acts of a State legislature, and repeatedly amended; their voluminous and intricate by-laws; their thousands of stockholders and numerous officers. A mere statement of these factors is sufficient to condemn the procedure. And apart from material obstacles, there is the fact that many large organizations are reluctant to have their by-laws and other internal regulations spread upon the records of a foreign country as public information. In my own experience, have known of no American organization of what may be called the first magnitude, which has adopted the course of qualifying itself directly in a Latin-American country.

Second: Qualifying a small

American subsidiary, organized especially for the particular country or for foreign business, in general. This is the practical solution adopted by the great majority of our American corporations. A subsidiary of moderate capitalization is organized in Delaware or any other of our States. Its certificate of incorporation and by-laws, its corporate structure and its governing bodies are all made as simple as possible. Where the company is to operate in more than one foreign country, the device of a segregation of capital is resorted to, so as to limit the initial tax levy in any particular country. This corporation is then qualified in one or more of the republics of its proposed foreign operations and, having qualified, it enjoys practically every advantage of a domestic corporation of the country, yet preserves its American nationality with the added advantages that such status implies. It holds its meetings in the United States, and governs its internal affairs in accordance with our laws. Unless it has expressly waived its right to seek redress through diplomatic channels by contract with the government of a particular country or otherwise, it may always appeal to our State Department for assistance in any case where it claims to be a victim of prejudice or discrimination, and certainly, whenever it alleges a denial of justice.

The device of a qualified subsidiary is, as I have stated, the method under which the vast majority of our American big business interests operate in Latin America. It is certainly the method to be recommended where goods are to be sold, concessions are to be exploited or the business in

Part I of this article appeared in the November 19 issue of *PRINTERS' INK*, page 96.



Ewing Galloway

A Typical Waterfront Scene at Buenos Aires, Argentina, Showing Ships in the Harbor of the Capital City

hand contemplates the investment of capital on the ground, or the installation and operation of expensive equipment. In a word, it is the most expedient method for operating a permanent enterprise in which tangible capital assets are involved. It may also be used in a business which constitutes a service exclusively, such as that of the advertising company whose inquiry inspired the present article. But such a business may also avail itself, with almost equal efficacy, of another method which we shall indicate hereafter, comprising a mere representative located in the foreign country.

Third: Organizing a domestic corporation. This method contemplates the organization of a local company under the laws of the particular country. The restrictive and antiquated character of the corporation laws of almost all of the Latin-American countries is notorious among those who have had any experience in the field. As a rule, American interests are unwilling to be hampered by laws which provide, for example, for a minimum number of seven stockholders, as they do in Brazil, or for compulsory auditors as part of the corporate organization, or for a fixed contribution to a reserve fund, or for compulsory dissolu-

tion if 50 per cent of the company's capital is lost, which latter provisions obtain in Colombia and, in varying form, in many of the other countries also. Nor is suspicion toward preferred stock or grave doubt as to the validity of no par value stock, likely to be an inducement to our business men, long accustomed to the freedom and latitude of our highly developed corporate legislation, to organize a domestic subsidiary in those countries. Many other limitations and anachronisms exist.

Nevertheless, with all the peculiarities and limitations, it is an easy matter and comparatively inexpensive to organize a domestic corporation in almost all of the Latin-American countries, as well as to administer its internal affairs in compliance with the laws. Numerous and simple legal devices eliminate almost entirely the onerous features which some of the restrictions present, if taken literally; so that, as a whole, this alternative of a domestic corporation has proved, upon experience, less repulsive to several American interests than they had at first considered.

In various business fields a domestic corporation, as a medium for operations, is compulsory. For example: Coastwise shipping in almost all of the Latin-American

countries can be conducted only by a domestic corporation. This principle has been extended to intrastate aerial transportation in Brazil, Argentina, Chile and several other countries. Quite frequently a public utility enterprise must be operated by a domestic corporation, and the specification of such a corporation for the exploitation of a government concession is also not unusual. So that American business, in considering the problem of foreign operations, must be guided, in some cases, by the nature of the operations it intends to carry on in any particular country of the Latin-American sisterhood.

A further consideration which, on occasions, weighs in favor of the domestic subsidiary for foreign operations, has to do with popular psychology. The existence of pronounced anti-foreign sentiment in many of the Latin-American countries is a matter of common knowledge. A corporation with a name every native can read and understand, followed by the familiar S. A. (equivalent of our "Inc.," meaning *Sociedad Anónima*) may go far to launch an enterprise in the better graces of the people, even though the personnel may be foreign. There is something idiomatic and conciliatory in that "S. A.;" it is a gesture of respect, a bid for good-will.

It is interesting to observe how our main competitors in that field deal with this factor. The Germans, good mixers and residents for years, famous for their tactful handling of their South American trade, almost invariably incline to the domestic corporation, and make capital of it. A German air transport enterprise in Colombia has operated for about eleven years as a domestic corporation, with signal success and great popular acclaim. Everybody knew that 85 per cent of its stockholders were Colombians; the fact that those 85 per cent controlled, in aggregate, only a 15 per cent interest in the company was apparently of no consequence. The British, on the other hand, rather aloof, prone to shifting personnel, accustomed to depend on a Government ever ready

to protect the interests of its subjects abroad, prefer the medium of the qualified British or Canadian Company. They have created a wholesome respect, if not an affection, for the suffix "Ltd."

The fourth and last method of operation in Latin America is through an individual as resident agent or representative. He is usually an American, well-trained in the company's business, and sent especially to the foreign country to open and manage a local office. Although such a representative may properly be supplied with all necessary credentials to establish his representation of the company, and may even display the name of his company upon the office door, under his own, the legal limitation to be borne in mind is that he operates in the country solely as an individual. The business, before the authorities of the country, is regarded as his own. The agent is taxed as an individual, must obtain all necessary licenses as such, and he is held personally liable for all contracts and commitments. The business of acting as representative for foreign companies is well known in Latin America and is regarded as any other individual profession or trade.

This method of operating abroad is by far the simplest, from an initial legal standpoint. It is available to a business which constitutes exclusively a service such as that of the advertising agency I have mentioned. It has, however, inherent in it, three risks, two of which may be fairly easily obviated, but the third of which remains almost unavoidable. The first is the possibility that some unscrupulous person may register the name of the agent's company as a trade name in the country and thereby obtain preferential rights thereon. Such a situation is entirely possible under the laws of those countries, and in most instances it signifies a hold-up whenever the company attempts to buy out the stranger's rights to its name. To obviate this, the agent, immediately upon arriving in the country, should make application for registry of his company's name,

HITTING WHERE WE AIM

Aiming, of course, at real executives in organizations of real purchasing power. How? By offering significant and important analyses of background and underlying trends—an intelligence service on conditions which will affect the future conduct of business.

Do we hit? Well—the October issue contained an article on banking. A form letter advised a selected list of bank presidents—and over *twice* the normally successful return resulted.

461 Bank Presidents Subscribed

All along the front line of business *World's Work* hits where it is aimed—not just at any executive, but the top notchers in ranking organizations.

Progressive advertisingly as well as editorially, *World's Work* in line with present-day thinking was one of the first to reduce advertising rates.

Our folder "Foreseeing To-morrow" explains how World's Work serves the executive. Send for it.

WORLD'S WORK

Selected and Identified Circulation

Published by

DOUBLEDAY, DORAN & CO., Inc.

244 Madison Avenue New York

and upon perfecting his trade name rights, should assign them to his company. The second difficulty is that local business men may be unwilling to contract with an individual unknown to them and whose financial responsibility is not apparent. We have surmounted this difficulty on occasions by means of arrangements with some large American bank, having a branch office in the particular country, to guarantee the agent's fulfillment of his financial commitments. There are other devices also, comparatively easy of adoption.

The third and gravest risk is that incident to the death of the agent. The company's business, in that event, would be tied up with the delays and technicalities of estate proceedings. In several in-

stances, we have had to look up heirs and next of kin scattered throughout the United States, in order to liquidate a company's business and collect its outstanding credits. The making of a will by the agent in favor of the company does not appreciably lessen the delay and expense involved, although it may materially reduce the risk of eventual loss. Under the laws of some of the countries it is possible to devise ingenious schemes to counteract this difficulty quite effectively, but these are of so technical a character as to be beyond the scope of the present summary, even if they appealed readily to our business men, which they do not, for the reaction is, in most cases, that the remedy appears worse than the affliction.

What Groucho Says

He Is Forgetting About Advertising. Oh Yeah!

ABOARD S. S. GIGANTIC
DEAR FELLER: Got this ship almost like a private yacht. Discovered it's 'bout as cheap to go to Europe as stay at home. Wonder why some of the worried waiters for prosperity don't tumble to that fact and get this salt-water tang. Me, I hadn't known there was such a thing as Nature and Open Space since I was a kid. Won the hat pool third day out. Found a big manufacturer at my table—doesn't like his agency. 'Cording to what he says, he ought not to like 'em. You know 'em—Snow & Sleetings? I never thought much of 'em either. This guy really needs Skippy and Eagles. He says he wants "brilliant guts." I showed how Skippy and Eagles have got just that. He's keen to meet 'em.

Landing at Plymouth tomorrow. This guy sez he'll look over our shop first thing he gets back to New York in 'bout three weeks. Tell Boss to look out for him and sic Bill on him, but not Bill alone. Make Bill have Skippy and Eagles with him whenever he talks to Kane. B. C. Kane, that's the fellow's name, head of the Sports

Merger, you know. He's half sold on us already. Nice fellow. Likes *one* cocktail and only one. Got a sense of humor. Will like Skippy. He'll see through Skippy's hokey and tumble to his real ability. Told him how faithful Bill is—also how god-awful earnest. He laughed and said he could work with that kind of fellow. *But*, for the love of Mike, tell Bill not to press.

Ship paper doesn't do much with ads. I miss 'em. Seagulls been following us for two days. Got a big kick outa the ocean but I'll be glad to land. Saw quite a lot of steamers. They otta carry ads on their sides, everybody who saw 'em would read 'em. Airplane just passed over and saluted. First it looked like a big seagull, then it grew till it went right over us about a hundred feet up and dropped a note aboard. Good shooting, I'd say. Note is in French, posted on the board, also translated. "Hello, *Gigantic*. Good luck, Rene and Adolphe."

Have read fifteen novels. Not gonna think of ads again, for weeks and weeks. Hurrah!

GROUCHO.

The First Sales Manual

WILSON & BRISTOL, INC.
NEW YORK

Editor of PRINTERS' INK:

I wonder if you would be good enough to let us know when the use of sales manuals, as a tool for salesmen, was first mentioned in PRINTERS' INK.

ARTHUR W. WILSON.

EXTENDING over a period of twenty years, the card index file to the PRINTERS' INK Publications enables one to have access to articles on any sales, advertising or merchandising subject that has been discussed. The earliest reference available on the subject of sales manuals is July 6, 1911. At that time E. D. Gibbs, the former advertising manager of the National Cash Register Company, wrote a series of articles on the history of the company. In that particular series the origin and make-up of what was probably the first sales manual ever compiled was discussed in detail.

In 1890 the company issued the "N.C.R. Primer" which represented perhaps the first attempt to make selling other than a purely individual effort. The primer told salesmen what to do during the demonstration. A short time later the company prepared its first sales manual, one that would help the salesmen before the interview. It gave them valuable advice on their attitude toward prospects and customers, and furnished them with hundreds of arguments to use in demonstrating the product or overcoming sales objections. The manual was divided into four main parts—salesmanship, approach, demonstration and closing arguments.—[Ed. PRINTERS' INK.]

James McKee with Kolster Radio

James McKee has joined the sales staff of Kolster Radio, Inc., Newark, N. J., where he will be engaged in territorial management in addition to assisting Ralph B. Austrian, sales manager, in country-wide work. Mr. McKee was with the Atwater Kent Manufacturing Company for four years and later was with Westinghouse, first, as assistant merchandising manager and afterwards as assistant to the radio sales manager.

Newark, N. J., Has New School of Advertising

The School of Applied Advertising has been opened in Newark, N. J.

The purpose of the school is to provide practical training for those who choose advertising as a life work.

An advisory board includes Douglas C. Barry, vice-president of the Lathrop Paper Company; C. Wilson, vice-president of the Osborne Company; H. M. Carroll, advertising manager of the Hyatt Roller Bearing Company; J. Douglas Geasford, secretary of the Newark Advertising Club; John Ferguson Coakley, advertising manager of the Thomas A. Edison Industries; J. D. McKenzie, of the Art Photo Engraving Company; T. B. Hilton, advertising manager of the Jersey Railway Advertising Company, and Ira R. Nelson, director of Station WAAM.

P. S. Willis Heads Grocery Manufacturers

Paul S. Willis, vice-president in charge of sales and advertising of the Comet Rice Company, New York, has been elected president of the Associated Grocery Manufacturers of America, succeeding Clarence Francis, president of the General Foods Sales Company, Inc.

A. C. Monagle, Standard Brands, Inc., has been elected first vice-president of the association. B. E. Snyder, R. B. Davis Company, has been made second vice-president and R. L. James, Libby, McNeill & Libby, third vice-president.

J. D. Stanard Starts Own Business

John Dandridge Stanard, formerly advertising manager and director of public relations of the College Entrance Book Company, Inc., New York, has organized his own advertising business at that city, with offices at 121 Varick Street. He was at one time assistant advertising manager of E. P. Dutton & Company, New York, book publishers. Earl Bagby will be associated with the newly formed organization as art director and vice-president.

S. H. Disston Advanced by Disston & Sons

S. Horace Disston, formerly vice-president in charge of sales of Henry Disston & Sons, Inc., Philadelphia, has been made second vice-president and assistant general manager. Harry K. Rutherford has been made sales manager in the industrial division. David W. Jenkins and George W. Eckhardt will continue to direct the sales activities in the mill and hardware divisions, respectively.

Purchases "Hide and Leather"

Hide and Leather, formerly published at Chicago by the Jacobson Publishing Company, has been purchased by Fred Pratt, New York, publisher of the *Hide and Leather Market Report*.

More Slogans Are Registered

MITCHELL-FAUST-DICKSON &
WIELAND, INC.
CHICAGO

Editor of PRINTERS' INK:

We believe that you still maintain a slogan registry.

May we be permitted to register with you three slogans which have been used for some time by The Junket Folks of Little Falls, N. Y., as follows:

"Junket Works Magic With Milk"

"Junket and Milk—Partners in Health"

"Junket Makes Milk into Delicious Desserts"

Thank you very much.

LYMAN L. WELD,
Vice-President.

THE Junket slogans have been registered in the PRINTERS' INK Clearing House of Advertised Phrases. New slogans are being added to this record regularly and close to 7,000 are now listed.

Advertisers and advertising agents not only register slogans in the Clearing House but also ask for information on the originality of specific phrases that they contemplate using. There is no charge for this service.

Here is a list of a number of other slogans that were recently registered:

Adds 70% More Nourishment to Milk (Cocomalt). R. B. Davis Co., Hoboken, N. J.

America's Finest Ginger Ale. Anheuser-Busch, St. Louis, Mo.

An Aristocratic Beverage at a Democratic Price. The Chas. E. Hires Co., Philadelphia, Pa.

As Long As the Danger Line Keeps Healthy You Needn't Fear Pyorrhea. E. R. Squibb & Sons, New York.

Balance of Life. The Chas. W. Strohbeck, Inc., Brooklyn, N. Y.

Balanced for Perfect Baking. Pillsbury Flour Mills Co., Minneapolis, Minn.

Ball-bearing Shave. The E. R. Squibb & Sons, New York.

Be Sweeticular. Imperial Candy Company, Seattle, Wash.

Breathless Sensation. A (Pioneer Mints). Strong, Cobb & Co., Cleveland, Ohio.

Bubble Action Vacuum Washer. The Black & Decker Mfg. Co., Towson, Md. Built to Endure. The Black & Decker Mfg. Co., Towson, Md.

Dear to Your Heart But Not to Your Purse (Candy Mint). Strong, Cobb & Co., Inc., Cleveland, Ohio.

Drink It and Sleep (Sanka). General Foods Co., New York.

Famous for Biscuits. Robert A. Johnston Co., Milwaukee, Wis.

Fit the Tire to the Load. The Black & Decker Mfg. Co., Towson, Md.

A Fitting Service—Fittingly Performed (Orthopedic and surgical appliances). Amsterdam Bros., Inc., Brooklyn, N. Y.

For a Good Good Morning. Zamarang Laboratories, Van Nuys, Calif.

For Young Men and Men with Young Ideas. General Cigar Co., New York.

Fresh Air by Odac. Odac Manufacturing Co., New York.

Ginger Ale with Piquant Personality. (Sec.) The Clicquot Club Co., Millis, Mass.

Gives Joy Complete to Woman's Feet. Dunn & McCarthy, Inc., Auburn, N. Y.

Golden Squares of Health. Robert A. Johnston Company, Milwaukee, Wis.

Guaranteed Without an If (Blanket binding). The Warren Featherbone Company, New York.

Guards the Danger Line. E. R. Squibb & Sons, New York.

Hall Mark of Quality. The. Benson & Hedges, New York.

Heart of Your Radio. The (Tubes). RCA Radiotron Co., Inc., Harrison, N. J.

Heat Alone Is Not Comfort. Holland Furnace Co., Holland, Mich.

Ice Cubes Instantly—Tray to Glass. The Inland Mfg. Co., Dayton, Ohio.

India Produces the Finest Tea in the World. India Tea Bureau, New York.

It Penetrates. The Black Flag Company, Baltimore, Md.

It's Life Insurance for Your Engine. Valvoline Oil Co., Cincinnati, Ohio.

It's a Life Insurance Policy for Your Engine. Valvoline Oil Co., Cincinnati, Ohio.

Its Favor Has Grown Through Flavor Alone. McCormick & Co., Inc., Baltimore, Md.

Keep Regular with Ex-Lax. Ex-Lax Company, Brooklyn, N. Y.

Key to Better Grinding. The. The Black & Decker Mfg. Co., Towson, Md.

Life Insurance Policy for Your Engine. A. Valvoline Oil Co., Cincinnati, Ohio.

Life of Paint. The (Linseed Oil). Spencer Kellogg and Sons Sales Corp., Buffalo, N. Y.

Machine That Made Coal an Automatic Fuel. The Iron Fireman Mfg. Co., Portland, Oreg.

Makes Dull Faces Shine. Keystone Emery Mills, Frankford, Phila., Pa.

Makes Your Teeth Feel Smooth As Silk. Otis Clapp & Son, Inc., Boston, Mass.

Mint Within Your Reach. The (Mints). Strong, Cobb & Co., Cleveland, Ohio.

Paint with Pencils. Eberhard Faber Pencil Co., Brooklyn, N. Y.

Peel a Bite of Health. Fruit Dispatch Co., New York.

Perfume of the Egyptian Queens. The. Grenoville, Inc., New York.

Perfume of the Greatest of All Lovers. The. Grenoville, Inc., New York.

Preserve With Refined Cane Sugar. The Sugar Institute, New York.

Rage of the College Age. The (Sidley Cords). The Sidley Company, San Francisco, Calif.

Relieves the Daily Grind. Keystone Emery Mills, Frankford, Phila., Pa.

Save for a Sunny Day. First National Bank, Boston, Mass.

The Advertising

B-L-U-E-S-

CHARLES

F R A N C I S

PRESS

● Each advertising man plays them on his own trombone every time he thinks of the job of trying to sell a hundred million people.

● Sometimes it is wise to tackle a few thousand dealers or consumers with a few good mailing pieces. It not only builds a foundation for the national campaign, but boosts the courage and improves the technique for the larger task.

PRINTING CRAFTS BUILDING

461 Eighth Avenue, New York, N. Y.

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BALLYHOO

100 FIFTH AVE.

NEW YORK

Every reader reads

every ad in

BALLYHOO !

Rate : \$3,750 per page

**Guarantee : 750,000 net paid
circulation**

**Now delivering: More than
1,250,000 net paid**

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Select the Right Pencil for Your Use. Eberhard Faber Pencil Co., Brooklyn, N. Y.

Skip Into a Bradley and Out-of-Doors. Bradley Knitting Co., Delavan, Wis.

Smart Jewels for the Smart Set or Anyone Else. Sig. B. Hindlemann, New York.

Smother Than Velvet. McCormick & Co., Inc., Baltimore, Md.

Standard of Quality the Whole World Over. McCormick & Company, Inc., Baltimore, Md.

Sunshine Town, The. Newport, New Hampshire.

Systematic Saving Spells Success. Old Colony Co-operative Bank, Providence, R. I.

Taste the Difference (Cookies and Crackers). Robert A. Johnston Co., Milwaukee, Wis.

There's More to It. India Tea Bureau, New York.

They Neither Crimp Your Roll Nor Cramp Your Style. Bob Smart Shoe Company, Milwaukee, Wis.

True Odor of Spring. The. Grenoville, Inc., New York.

Unexcelled for Grinding and Polishing. Keystone Emery Mills, Frankford, Phila., Pa.

Use Celanese Fabrics—They Make Your Dresses Smarter. Canadian Celanese Limited, Montreal, Canada.

Visit to Our Galleries is Like Taking a Trip Around the World. A. Sig. B. Hindlemann, New York.

Weigh the Loads and Save the Roads. The Black & Decker Mfg. Co., Townson, Md.

Year 'Round Insecticide. The McCormick & Co., Inc., Baltimore, Md.

Yellow Pencil with the Red Band. The Eagle Pencil Company, New York.

Your Teeth Are Only As Healthy As Your Gums. Forhan Co., New York.

—[Ed. PRINTERS' INK.]

Eliminate Buying Delays

F. P. COMBIER, vice-president in charge of sales for The Robeson - Rochester Corporation, believes that the time has come for a campaign to reduce sales costs through buyers' co-operation. The very buyer who expects salesmen for his own company to receive a prompt hearing keeps salesmen for other companies waiting too long in his ante-room. Every time buyers are careless about this matter they are increasing the cost of selling for a number of manufacturers. Inevitably they build ill-will for their company as the reports go back to the home office from the salesmen who have been forced to waste their most valuable asset—time.

As Mr. Combiér points out, production costs in an organization depend upon work upon raw material in a controllable, measurable manner. But selling costs depend upon the work of an organization operating with and on people of other organizations. Selling costs and the reduction of selling costs are inevitably tied up with buying methods and buying costs.

In a large Western city last week he found that four of the five big stores have definite hours for seeing salesmen in the housefurnishings department of from 9:30 till noon on Tuesdays and Thursdays

only. One of his salesmen told him that he was in one of these stores at 9:30 on a regular buying day. The buyer and the merchandise men were at a meeting and did not return to the office until a quarter of twelve. They found thirty-five salesmen waiting, saw three and dismissed the rest.

The cooling of high-priced heels in ante-rooms and outside of wooden barricades adds immeasurably to the cost of the product. This cost somewhere, sometime, comes out of the pocketbook of the consumer. Waste can't be added to the selling process without costing the public a lot of money. Waste time is a factor not controllable by the individuals in the company, not reducible by the most careful planning on the part of the individual organization.

It is a thing that can be cured only by publicity and co-operation.

New Directors for Outdoor Advertising, Inc.

Arthur Dondon, of Alliance, Ohio, John P. Baird, of Little Rock, Ark., and Henry F. Baker, of Minneapolis, have been elected directors of Outdoor Advertising, Incorporated, New York.

Appoints Roche Agency

M. Born & Company, Chicago, men's tailors, have placed their advertising account with the Roche Advertising Company, of that city.

Basic English

THE MILWAUKEE ELECTRIC RAILWAY AND LIGHT COMPANY
MILWAUKEE, WIS.

Editor of PRINTERS' INK:

In the September 24 issue of PRINTERS' INK you refer to 850 words which C. K. Ogden, director of the Orthological Institute of Great Britain, says are sufficient for any person's vocabulary.

Will you please tell me how I can get that list of 850 words?

JOHN F. O'NEILL,
Educational Department.

FOR ten years a group of men whose work led finally to the founding of the Orthological Institute worked hard on an analysis that resulted in a compilation of 850 basic English words. The object of this analysis was to produce a new world language. These 850 words can be legibly printed on one side of a single sheet of note paper. Still further reduced to 600 they are guaranteed to do the work normally required of 20,000 words.

The book "Basic English" gives a copy of this list together with an explanation of the system and suggestions for using it. This may be obtained from the Orthological Institute, 10 King's Parade, Cambridge, England. An International Money Order for 75 cents should accompany each order.—[Ed. PRINTERS' INK.]

New Business Started

The Tower Company has been organized as a new advertising business at New York with offices at 1440 Broadway. Members of the firm are Myron E. Kronheim and Harry K. Lowe. Mr. Lowe was formerly with the New York *Herald Tribune*. Mr. Kronheim was with the Fairchild Publications.

New Account to Seattle Agency

The S. M. Laboratories, Inc., Seattle, chemical products, has appointed J. William Sheets, advertising agency of that city, to direct its advertising account.

Appoints Platt-Forbes

The Students Travel Club, New York, has appointed Platt-Forbes, Inc., advertising agency of that city, to direct its advertising account. Magazines and newspapers will be used.

S. P. Hubbard with "American Hotel Journal"

Shelton P. Hubbard, recently with the McGraw-Hill Publishing Company, has been appointed manager of the New York office of the *American Hotel Journal*, Chicago, with offices at 419 Fourth Avenue. He will have complete charge of the Eastern territory.

U. S. Industrial Alcohol Transfers H. A. Gamelin

Henry A. Gamelin, who recently joined the U. S. Industrial Alcohol Company of New York, is now with its affiliate, the Central Railway Signal Company, Inc., Newton, Mass. He will be manager of specialty sales for the Central Railway organization.

New Account to Soule, Feeley & Richmond

The Smith-Lee Company, Inc., Oneida, New York, maker of milk bottle hoods and caps, has appointed the Syracuse office of Soule, Feeley & Richmond, Inc., advertising agency, to direct its advertising account.

With "Materials Handling and Distribution"

Lloyd Willoughby, formerly with the R. C. Smith Publishing Company, has been made Western manager of *Materials Handling and Distribution*. His headquarters will be at Chicago.

Advanced by North American Cement

Thomas J. Harte has been elected vice-president and general sales manager of the North American Cement Corporation, Albany, N. Y. He succeeds Frederick A. Boeye, who died recently.

Appoints Alcorn

Effective January 1, 1932, the Lafayette, Ind., *Journal and Courier* has appointed the Franklin P. Alcorn Company, publishers' representative, as its national advertising representative.

Appointed by "Opinion"

Samuel Weinberg has been appointed advertising manager of *Opinion*, New York. He was formerly with *The American Hebrew* for thirteen years in an advertising capacity.

Florence Stove to Remington

The Florence Stove Company, Gardner, Mass., has appointed Wm. B. Remington, Inc., Springfield, Mass., advertising agency, to direct its advertising account.

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Broader Editorial SCOPE

Twice as many
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tive features.

Greater Reader Interest

Always unique,
Life's reader in-
terest will expand
with this new edi-
torial scope.

100% VISIBILITY

guaranteed, as for-
merly, to each and
every advertise-
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Circulation EXPANSION

The monthly concentrates
in one issue the former
spread of newsstand sales
of four issues. Longer life
per copy also means ex-
pansion of the more-than-
a-million **SECONDARY
READERSHIP** de-
monstrated by Life
in the past.

RATES

No change in Life's
page rate:

Pg. b & w.....\$ 600

Pg. 4 colors.... 1,000

12 pgs. b & w... 7,200

12 pgs. 4 colors.12,000

ADVERTISING POWER

The once-a-month advertiser in
Life is now certain of reaching
ALL OF LIFE'S READERS
with each advertisement, for the
full life of each monthly issue.
Life is a class magazine read by
more than a million able-to-buy
American consumers. Buy this
market NOW—at a low rate per-
page-per-thousand—for your
1932 sales.

Life

60 East 42nd St., New York

GOOD COPY

**Good copy can
do more than
just sell goods.**

It can sell ideas.

**And ideas can
make this world
a pleasanter and
richer place in
which to live.**

**HAWLEY
ADVERTISING
COMPANY
Inc.**

**95 Madison Ave.
New York City**

How Creo-Dipt Stain Sales Were Increased 33⅓ Per Cent

(Continued from page 6)

Before launching this campaign the company gave serious thought to the problem of enlisting the jobbers' co-operation. This was vital. With it, stain sales would continue increasing throughout the fall. Without it, the increase would not last beyond the two weeks necessary to present the plan to the trade, and—which would be even worse—the company would lose prestige with its distributors.

Two weeks before releasing the campaign to the sales force, the company started sending bulletins, letters and postcards to its representatives, customers and prospective customers, reminding them to watch for the big fall stain campaign.

Next, the company called all its representatives into various centrally located points for sales meetings outlining the plan. At this time, novel demonstrations showing the qualities of the stains were held, for the company wanted to be very careful not to give the impression to its salesmen or customers that its advertising programs were merely an elaborate prop supporting a weak product.

Each salesman received several copies of a portfolio to use in presenting the plan to his prospects. The cover showed a hand brushing green stain through the words "Brush Out Depression." In the lower left-hand corner were the words, undignified but specific, "Get 'em while they're hot!" This phrase was repeated throughout the portfolio and the salesmen were instructed to dwell on it during their presentation in order to drive home the point that someone must call on these prospects as soon as the company's mailings had gone out.

The portfolios opened with the statement that "If you could put your finger on all the stained shingled houses in your community you could double and triple your business this fall," and then out-

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lined the Creo-Dipt plan for putting the jobber's finger on these prospects for immediate business. The portfolio contained samples of the broadsides and letters which the company would mail, free of charge, to the jobber's home owner, painter or dealer customers and a large number of photographs and drawings illustrating every feature of the plan. Through the entire outline the jobber was reminded that the success of the campaign depended on his efforts—that advertising alone does not sell goods, and that he must follow every prospect receiving the company's mailings.

As soon as a distributor agreed to co-operate in the campaign, the company's representative arranged to explain the entire campaign at a meeting of his sales force.

When the home office received word of a jobber's participation, it immediately sent a telegram congratulating him on his decision and urging him to send his list of names as quickly as possible. If the list did not arrive within a week, the jobber received a letter reminding him of the fact and if the list did not show up in ten days he got a wire asking when it was going out. Then, when the last mailing had gone forward, the company wired the jobber again, telling him that its part of the job was done and now it was up to him to get his prospects "while they're hot."

Results proved the soundness of this idea and method in solving the company's distribution problem. During the two months following the opening of the campaign, Creo-Dipt's stain sales increased 75 per cent over the same period a year ago, while the average increase for the year to date is 33½ per cent over last year. A large number of desirable new accounts were added, and many others were so impressed by the idea that they agreed to take on the line later, although holding off this fall because of unsettled conditions. The company is planning to repeat this campaign, with certain modifications and improvements suggested by experience, next spring.

"PUNCH'S" PRESTIGE

PRESTIGE is a common word in advertising currency, but it stands for something hard to win and jealously to be guarded in business practice. The dictionary defines it as "influence arising from reputation." It is another name for the goodwill of the Advertiser who has built his product into the consciousness of the buying public. Indiscriminate weight of advertising alone cannot confer it. It develops slowly but certainly around the advertising which pursues a clear unswerving policy, which aims at the intelligent part of a widespread community, and which is found in company the world has learned to respect. In fulfilling the two last-named conditions "PUNCH" is of paramount importance to the Advertiser who is building up prestige. Firstly, because "PUNCH" circulates primarily amongst that section of the public that moulds the buying habits of the rest. Secondly, because throughout the English-speaking world "PUNCH" is believed in with a long-established faith that extends to everything between its famous covers. Directly the advertising of your merchandise appears in "PUNCH," that merchandise begins to gather to itself prestige, to earn goodwill and confidence that are the finest of all bulwarks against trade vicissitude, and the greatest of all forces for trade expansion. Can you afford NOT to use the tremendous and growing power of "PUNCH"?

MARION JEAN LYON

Advertisement Manager, "PUNCH"

10 BOUVERIE ST., LONDON, E.C. 4
ENGLAND

In 1929 we sold on LOGIC

For 1932 we sell on RESULTS

TWO years ago TOWER MAGAZINES could present to desired advertisers only the logic of the two basic ideas which they have since so definitely demonstrated to be sound.

1. The average woman's need for an accelerated pace in the presentation of her reading.
2. The advertiser's need for a more economical and a more scientifically accurate distribution of the circulation he buys.

THE purchase in two years of 31,358,278 magazines (bonus to advertisers 2,108,278) by shopping women—without any sales urge whatever—*proved the soundness of the first factor.*

THE acceptance of the plan by thinking advertisers and the change of many agencies and sales managers to the 1204 Tested Key Market method as a measure for developing

profitable sales activities *proved the soundness of the second factor.*

THESE two factors combined to bring about TOWER MAGAZINES' success (a major magazine property in the black in its second year and that the worst depression year in history) but more important they brought success to advertisers in Tower. This record of success is now presented to prospective advertisers on the basis of PROVED RESULTS.

WE have collected some revealing data in a book just issued. The TOWER MAGAZINES' representative who serves you will be glad to deliver one to you.



HOME

Illustrated
LOVE

Illustrated
DETECTIVE

NEW MOVIE

TOWER MAGAZINES, Inc.

55 FIFTH AVENUE . . . NEW YORK
919 NORTH MICHIGAN AVENUE, CHICAGO

New York Telephone, AL. 4-0400

Chicago Telephone, Superior 5962

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING CO., INC.
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. TELEPHONE: AShland 4-6500. President, J. I. ROMER; Vice-President, ROY DICKINSON; Vice-President, DOUGLAS TAYLOR; Secretary, R. W. LAWRENCE; Treasurer, DAVID MARCUS.

Chicago Office: 6 North Michigan Avenue, GOVE COMPTON, Manager.

Atlanta Office: 87 Walton Street, GEO. M. KOHN, Manager.

St. Louis Office: 915 Olive Street, A. D. MCKINNEY, Manager.

Pacific Coast: M. C. MOGENSEN, Manager. San Francisco, Los Angeles, Seattle, Portland.

Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy. Canada \$4 plus duty \$2.60 a year. Foreign \$5 a year.

Advertising rates: Page, \$135; half page, \$67.50; quarter page, \$33.75; one-inch minimum, \$10.50; Classified, 75 cents a line, minimum order \$3.75.

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NEW YORK, NOVEMBER 26, 1931

To-morrow's Problems— Today's Methods

As business time is measured nowadays, a period of two years is long. Some manufacturers are likely to overlook this simple fact as they lay plans for post depression business.

"As business conditions change, companies find that their territory divisions, division of customers among salesmen, sales expense, or even their customers themselves are no longer what they were in the past," Frederick B. Heitkamp, general sales manager of the Cincinnati Milling Machine Company, said before the Industrial Marketing Division of the American Management Association.

"Several firms which have made a study of these problems," he added, "have found that conditions have not only changed materially during the depression but that their present set-ups are not adequate to

meet the present situation."

Deceived by their memories of the good old days, executives sometimes make the mistake of trying to meet tomorrow's problems with yesterday's methods. We have been going through a period of violent financial upheaval which has had marked effects on the standards of living and points of view of large numbers of people. They have been educated to new buying habits, new demands. Also during the last two years several millions of new consumers have come into the market.

This condition presents problems that cannot be solved by market research alone. The problems of tomorrow demand, in addition to research, flexibility of mind, keen vision, sound judgment and, last of all, plenty of good old-fashioned courage.

Selling by Habit

It is only natural that, after covering a territory for a period of years, a salesman should fall into certain habits. Many of these habits are sensible and helpful. Some are time-savers and some are directly productive of more business.

But there are other habits, formed as a result of regular territory coverage, that are distinct time-wasters and sure death to increased business. For example, to mention one, many salesmen get into the habit of calling on certain customers a stipulated number of times each week, month or season. The business these customers turn in, competitive developments and other factors bear no relation to the frequency of the salesman's calls. He has formed the habit of calling a certain number of times, and neither snow nor rain nor heat nor gloom of night prevents him from making these appointed rounds. In the meanwhile, perfectly good prospects, and perfectly good new customers are overlooked.

Then a salesman will form the habit of skipping certain towns on his route, or certain prospects on his list. He views these towns and

prospects as impossible sources of business. Perhaps they were properly classified originally. But, unfortunately, the salesman doesn't stop to consider that things may have changed. Along comes a competitor, who is new to the territory and isn't so well informed concerning what can and cannot be done, and walks off with the business.

These business-killing habits of salesmen could be multiplied almost endlessly: A few sales managers, recognizing the evils of this situation, have tried the plan of switching territories. In a few cases, this plan has worked well. However, it is a rather drastic cure for the ailment.

A better plan for most organizations is the development of a program of education that will get salesmen to realize that preconceived notions are frequently harmful sales factors. This is a job for the sales manager and one that can best be done through sales bulletins, sales letters and in personal conversation.

Conventions in the Grand Manner

The sales manager of a large stove manufacturing company informs us that the company's usual plan of holding a general sales convention is to be changed this year. "We will not put on a sales convention in the grand manner this year," he says. "We will probably have, instead, sectional meetings at different points throughout the country."

The trend away from the general sales convention and toward the sectional sales meeting was very definitely in evidence before the 1929 boom reached its peak. Since then, the movement has become accelerated and, as compared to the total number of sales meetings held in this country, only a handful of companies run a general sales convention.

This is a trend that is distinctly in the right direction. We do not favor the district sales meeting because we feel the general convention is entirely without economic justification. There are precious

few sales practices about which one may wisely be dogmatic and the convention is not one of that select circle. In other words, there are undoubtedly organizations, and even more indisputably there are times, that demand the national convention. But by and large, and particularly today, the sectional sales meeting is the economical and effective way to carry headquarters to the field and vice versa—and that is why we favor it.

To be specific, the sectional sales meeting has these advantages:

1. If all expenses, tangible and intangible, are counted, it will usually be found to be the less expensive plan.

2. It does not partake of the holiday spirit. There is more opportunity and more inclination for work.

3. A sectional meeting can accomplish in one day what most national meetings could scarcely hope to accomplish in three days.

4. Sales problems are largely territorial. At a sectional meeting it is possible to discuss local problems with the local salesmen.

5. It keeps salesmen in the field, which is where they belong, instead of pulling them off their territories and leaving the field open to competition.

6. It brings factory and headquarters executives out into the field—which is a mighty good thing for them.

Sales conventions in the grand manner have a place today—but it is an exceedingly small niche. The sectional sales meeting gets our vote.

Advertising Sets an Example

Several years ago, the Coca-Cola Company started an investigation to find out whether its outdoor advertising was covering closely enough the places where most people travel. What was learned in this survey strengthened the selling program through the addition of new ideas and led to the development of new advertising and merchandising approaches for Coca-Cola service men.

Advertisers have been keenly in-

terested in the results of this survey. It is significant, therefore, that Turner Jones, vice-president and advertising manager of Coca-Cola, is the representative of the Association of National Advertisers in the joint study which this association is financing in conjunction with the Outdoor Advertising Association of America. Particularly, it is the aim of the study to enable buyers of outdoor advertising better to understand what they are buying, and for the sellers of the medium better to understand their buyers' needs.

There is further significance in the fact that this study is to be under the direction of the head of the Erskine Bureau of Harvard University. Dr. Miller McLintock, head of this bureau, is now engaged in laying out Chicago's traffic plans.

Its potentialities make this co-operative effort of interest to all advertising groups. Even without this prospective broadening of scope, the survey reflects credit on the advertising business. The outdoor industry could have financed a study by an impartial investigator and presented the facts to the industry's buyers. Instead, it does the unusual, and wins the confidence of buyers by inviting them to become a party to the survey.

Why Buy Now?

Instead of the "Buy Now" campaigns of a year or so ago, so many of which urged abnormal buying, the present plans to help business place more emphasis on normal buying. There is a big difference between mere exhortations to buy for patriotic reasons, and the suggestion that the dollar has gone up so far in purchasing power that its use to secure goods is sound and selfish economics.

Instead of ringing the tocsin for fast, general spending, it is more pertinent to suggest that it might be a good time to gamble on a new pair of shoes or a suit of clothes. "Buy until it hurts" isn't nearly so good a slogan as "buy because things won't be cheap forever."

The idea of normal buying is being placed more on a selfish basis and less on a purely patriotic basis in the new thought suggested by economists and business leaders.

Facts are being presented instead of sentiment. A recent double spread which asked a newspaper's readers to consider a group of clippings on rising commodity prices and asked "How long do you think prices will stay so low?" brought a fine response.

The dollar is worth far more now in terms of goods than it was last year. It may not remain at its present high level for long. As soon as time begins to nullify the paralyzing effects of the troubles we have had, the dollar will again decline in purchasing power, and the surplus of any man who has a surplus will be worth only three-fourths of its present value.

Telling the public why it is sound economics to buy now is a more effective method than ballyhoo pleas to buy to help conditions.

J. C. Younglove with Dry-Zero Corporation

James C. Younglove, formerly director of the Johns-Manville Corporation and general sales manager of the Western division transportation and government department, has resigned to become general manager of the transportation and government departments of the American Hair & Felt Company and the Dry-Zero Corporation, Chicago. Mr. Younglove, who has been with the Johns-Manville company for over thirty years, will take over railroad and government sales of the Dry-Zero products formerly handled by Johns-Manville.

Death of E. H. Enck

Edgar H. Enck, sales manager of the Hahn Department Stores, Inc., New York, died last week at the age of fifty-four. He was at one time advertising manager of the Mabley & Carew Company, Cincinnati.

Joins Brown Agency

Albert A. Lausmann, formerly with the M. A. Ring Company, Chicago, has joined the E. H. Brown Advertising Agency of that city, as manager of the copy-plan department.

Taylor Society to Meet

The annual fall meeting of the Taylor Society will be held at the Hotel Pennsylvania, New York, December 3, 4, and 5.

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Newell-Emmett Company

Incorporated

Advertising • Merchandising Counsel

40 EAST 34TH STREET
NEW YORK

This might well be termed
"the smallest large agency
in the country." Small in
number of clients but rank-
ing among the largest in
volume of business and
number of workers.

Our growth has been slow
but sure, with a gradual ad-
dition from among adver-
tisers who value unusually
thorough service plus the
depth of experience gained
in handling large affairs.

"NOT HOW MUCH, BUT HOW WELL"

Advertising Club News

Copy Shouldn't Overlook Taxi Drivers and Shoe Shiners

An advertisement must first be sound and, being sound, it must secondly be different, Paul Cornell, president of The Paul Cornell Company, Inc., New York advertising agency, told students at last week's session of the Advertising Club of New York's advertising and selling course. "I believe in doing the unusual," he told the group, "not for the sake merely of the unusual but to avoid the beaten path and to obtain a reading for your soundly based advertisement in its competition for the consumers attention."

"I can assure you that copy will make greater advances in the next five years than it has ever made before," he continued, "and its theme will be found through an understanding of the taxi cab driver, the shoe shiner as well as of the man who lives on Park Avenue." Their human emotions are the same, he pointed out, and copy will succeed in proportion to its understanding of the mental and emotional experiences of humanity. That the copy writer should try to make every word he uses have teeth in it and that he should not be afraid to break the rules of advertising were two other points brought out in Mr. Cornell's talk.

* * *

Denver Club in Membership Campaign

The Advertising Club of Denver is conducting a campaign for new members under the direction of Eric K. Erskine, Butler Paper Company. Two divisions, headed by R. H. Faxon, former president and district governor, and William E. Bryan, present district governor, have made a select list of workers as well as a picked list of prospects in the community. The theme of the campaign will be an around-the-world flying trip, each two solicitors being called pilot and navigator and each side having four squadrons.

* * *

Plan Apprenticeships for Advertising Students

Advertising apprenticeships in Seattle advertising agencies to supplement university training is a plan now being considered by the Seattle Advertising Club and the University of Washington, Seattle. Roy Marshall has been named as chairman of the University contact committee to arrange plans for advertising students to serve apprenticeships in advertising agency offices, on the advertising staffs of newspapers or in department stores.

* * *

C. C. Younggreen Appointed

Charles C. Younggreen, president of the Dunham, Younggreen, Lesan Company, has been appointed a member of the executive board of the Chicago Advertising Council. His term runs to January 1, 1932.

Cites Home Market Opportunities

The opportunity for most immediate results in merchandising progress rests in development of the domestic market, said Ralph B. Wilson, first vice-president of the Babson Statistical Organization, addressing a recent meeting of the Agate Club of Chicago. Present prospects for expansion of foreign trade do not seem promising, he declared.

The fundamental growth of the domestic market, he pointed out presents appreciable opportunities for the advertiser. There are 400,000 high school graduates every year; there are 1,200,000 brides annually who form a new market for household equipment; 2,500,000 babies are born every year; by 1970, it is estimated, the population of this country will be 160,000,000—a net growth of 1,000,000 annually. Business can grow with this fundamental growth of the nation, but, he warned, it must not try to push beyond that growth if it expected to continue to operate on a profitable basis.

* * *

Chicago Women Observe Club's Anniversary

The Women's Advertising Club of Chicago celebrated its fourteenth anniversary with a birthday party last week. Each member was dressed up to represent a Chicago product that is nationally advertised, tying in with the club's program theme this year, which concerns a series of studies of the merchandising programs of Chicago advertisers. Ethel Griffin, of Lord & Thomas and Logan, dressed as the Quaker Oats girl, won the prize for the best representation. Ruth Gragg, McQuinn & Company, representing the Link Belt Company, won the prize for the most ingenious costume and Janet Olson, Kier Letter Company, had the unique costume.

* * *

Honored by Philadelphia Women's Club

Mrs. Helen Stauser Barber, one of the founders of the Philadelphia Club of Advertising Women, Miss Nellie Quirk and Miss Reba D. Woodington, charter members, were honored on the occasion of the club's fifth anniversary dinner held recently. Mrs. Barber briefly told of the founding of the club in 1916 at the suggestion of Theodore E. Ash, secretary of the convention committee of the Associated Advertising Clubs of the World which met in Philadelphia that year. The present enrollment of the club is 148.

* * *

Syracuse Club Joins Federation

The newly-organized Advertising Club of Syracuse, N. Y., has applied for affiliation with the Advertising Federation of America. Harry Messenger, of the A. E. Nettleton Company, is president of the club, which will receive its charter of membership on November 23.

Advertising Can Launder Its Own Linen

HAS the time come when advertising is unable to arbitrate its own problems without washing its dirty linen publicly or letting the job fall into less competent hands? Allan Brown, advertising manager of the Bakelite Corporation, placed this question before members of the Chicago Advertising Council last week and gave as his answer that advertising has the machinery to take care of its present psychological over-inflation—it lacks only the initiative.

"Advertisers should take the initiative now, if it is not to be taken by someone less competent," Mr. Brown declared. "They must do more than merely recognize abuses; they must show a disposition to deal with them, both effectively and in a way which the general public will recognize is consistent with its own interests."

"This Council and the affiliations which it represents, can do no greater service to advertising than to take immediate steps to see that these difficulties are straightened out by organized advertising itself. We have the Better Business Bureau; we have the PRINTERS' INK Statute; we have the Advertising Federation of America and numerous other associations; we have the machinery to do the job; all that seems to be lacking is the will to set it in motion."

"Now that we are on the threshold of a new business cycle," it is Mr. Brown's belief, "the opportunity is at hand for advertising to brush the dust off its code of ethics, its standards of practice, and put teeth in them, to prove that it has the courage of its convictions. Let us, in justice to the profession which provides us with a living, convert the energy which is now being spent in knocking advertising into an effort to purge it of its encumbrances and put it back to work again. Advertising that is based on accurate knowledge and supported by facts. Advertising that is clean, truthful and

ethical. Such advertising today will go a long way in renewing public confidence in American business and will pay handsome dividends in the years that are just around the corner. It will also help to renew the confidence of American business in advertising."

H. C. Adler Retires as Manager Chattanooga "Times"

Harry C. Adler has retired as general manager of the Chattanooga *Times* to become chairman of the board of directors of The Times Printing Company, publisher of that paper. He has been with the *Times* for over forty years and has been in full charge of its affairs for the last thirty years. He will be succeeded as general manager by his nephew, Adolph Shelby Ochs, who is also a nephew of Adolph S. Ochs, publisher of the New York *Times* and Chattanooga *Times*.

William Busse Joins Cellophane Company

William Busse has resigned as production manager of Evans, Nye & Harmon, Inc., New York advertising agency, to join the advertising division of the Du Pont Cellophane Company, Inc., New York. He had previously been with Howland, Oliphant & McIntyre, Inc., advertising agency, also of New York.

To Direct Joint Campaign for Bermuda Hotels

The Bermuda Hotel Association, comprising eleven of the leading hotels of the islands, has appointed the Wales Advertising Company, Inc., New York, to handle its first co-operative advertising campaign. The campaign will consist of pages and double-spreads in travel agency magazines during the winter.

Edward O'Fallon, Jr., with Louisville "Herald-Post"

Edward O'Fallon, Jr., at one time a member of the copy staff of the D'Arcy Advertising Company, Inc., St. Louis, and, later, head advertising and publicity writer of the Mergenthaler Linotype Company, has been appointed editor of the industrial page of the Louisville *Herald-Post*.

Poughkeepsie, N. Y., "Eagle-News" Sold

The Poughkeepsie Publishing Company, Inc., Poughkeepsie, N. Y., publisher of the Poughkeepsie *Evening Star* and *Enterprise*, has acquired the capital stock of the Poughkeepsie *Eagle-News*, morning paper.

The Little Schoolmaster's Classroom

Oh wad some power the giftie gie us
To see oursel's as others see us!
It wad frae monie a blunder free us.

WHEN Burns penned those immortal lines he framed a message for all advertisers, and particularly for direct-mail advertisers. It is unfortunately true that the advertiser cannot view his advertising as his public does. He cannot divorce himself from his close relationship to the advertising; he is unable to see his advertising as others see it.

However, the Schoolmaster sees no reason why the user of direct mail should not be able at least to approximate the conditions under which his direct-mail advertising is received. He can have the direct-mail piece sent to his home in the regular mail and there open it and examine it, casually and leisurely. Under such an examination any very obvious errors that might slip by at the office should become apparent.

These thoughts came to the Schoolmaster after reading a complaining note sent to him by a Class member. "You may have seen this series," writes this student, referring to a direct-mail piece enclosed with his letter. "This comes in an envelope as tight fitting as a pair of pants too small to allow sitting down. As you finally remove it (with some irritation and a sharp knife) you find page 4 to be exposed—not page 1. In fact, if you are in a hurry you never do find page 1 because you think page 4 is all there is to it."

Here are two blunders, either one of which could quite completely destroy the mailing piece's effectiveness. Certainly, compelling a man to use an oyster knife to begin a fairly busy day is not going to put him in a buying frame of mind. When the mailing piece, in addition, is inserted so that it comes into view with the tail end exposed, its chances of getting in a selling lick are just about nil.

Several weeks ago PRINTERS' INK published a letter from the advertising director of a large correspondence school in which he pointed out that probably a great many thousands of dollars are being wasted by advertisers in following up inquiries from children who are moved to interest by the suggestions of school teachers.

The Schoolmaster has just received an interesting comment on this letter from another advertiser who encloses a letter received from a boy, who says:

I am just a boy, twelve years old trying to learn something about Aviation. I have written all over the United States to 116 different air schools and I find just by the pamphlets received that your school is the best by a long shot. If I lived nearer and had more money I would be training now. When I started writing for information I was doing it for Social Science work in High School, then I was hardly interested enough to write the letters but I had a pick of taking any industry to study and so I chose Aviation and I am very glad I did. I have become extremely interested and hope to be a pilot some day. . . . I'm sorry I didn't answer your letter sooner (the school has sent a follow-up) but if you were in my place and knew how much darn home work I get you'd get an idea how little spare time I have. The main reason for writing is to thank you for the information you sent me and if it wasn't for it I wouldn't have received an A in my Aviation Composition and talk.

The advertiser makes the following comment:

"Figuring a catalog at 20 cents the original inquiry cost air schools a minimum of \$23.20. Including the follow-up the total cost for one inquiry would average about \$50 (minimum). This class of prospect usually writes letters which require special correspondence; sometimes two or three special letters."

To the Schoolmaster it seems \$50 was a little high, even to enable a schoolboy (who doesn't know how to spell "aviation") to get an A. Yet this winter a great many

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cools its heels in an outer office. It
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right away. Sell by Postal Telegraph.

*Postal Telegraph is the only American telegraph com-
pany that offers a world-wide service of coordinated
record communications under a single management.*

THE INTERNATIONAL SYSTEM

Postal Telegraph


Commercial Cables  All America Cables
Machay Radio

EX-AGENCY

ACCOUNT EXECUTIVES AND SALESMEN, or other

high-pressure men with thorough understanding of Merchandising, Sales Promotion and Direct Mail, to solicit accounts for an old institution having a powerfully organized Creative Department. Applicants must be able to stand on own feet; to distinguish between prospects and impossibilities; to get prospect's whole picture and make sound analyses and recommendations; to carry right up to closing point at which time strong assistance will be furnished. Prefer men with established following or entree to important manufacturers. Openings now in Western New York, Detroit, Cleveland, Pittsburgh and Philadelphia. Excellent commission with drawing account. First letter must give complete history for past five years, which will be held in strict confidence.


● ADDRESS BOX 20, PRINTERS' INK



OPPORTUNITY

for Firm of National Advertising Representatives

A new and unusual advertising medium with 50,000 class circulation will consider arrangement with reputable concern with good connections for solicitation of national advertising accounts. Address "X," Box 260 Printers' Ink.



teachers are going to suggest that their classes write for advertising literature, without considering that their blanket recommendation may mean a loss of several hundred dollars for every school class that goes in for answering inquiries in a big way.

* * *

The article "How to Cut Salesmen's Waste Time" in the October issue of PRINTERS' INK MONTHLY reminded the Schoolmaster of something a prominent hardware jobber told him recently incidental to a discussion of the jobber's viewpoint on pushing small specialties:

"Our men have to sell a minimum of \$100 worth of goods for each hour of effective dealer contact," he said. "Consequently if they take time to talk about these many unusual specialties, this average will be pulled down."

The significant point to the Schoolmaster was that this jobber realized that the effective time of the salesmen was relatively small, averaging about twenty hours a week. He had figured sales down to an hourly basis as a means of impressing salesmen with the value of their time.

It is the Schoolmaster's observation that salesmen as a class do not consciously recognize this aspect of their problem—how tremendously valuable each hour of their time is, and how by making even small improvements in their planning so as to increase by a few hours a week their effective contact time, their total productiveness might be increased from 25 to 50 per cent.

Time is wasted not only through failure to plan proper routing, but in making useless calls on prospects who are out, on prospects who are busy and keep the salesman waiting, on calls where too much time is spent for the value of the possible business. Timing calls based on knowledge of customers' habits is just as important as proper routing.

Probably no single phase of sales management offers a more profitable field for accomplishment than studying how salesmen actually plan their work and make their

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Wanted

Sales Manager

for large and established development in

Real Estate

Permanent work, with the finest kind of associates and surroundings.

The property is thoroughly established and enjoys an outstanding reputation in its own city and, in fact, throughout the nation. It is soundly and amply financed.

Applicant must be a creative sales manager—a merchandiser—with thorough training in handling large sales force. Real estate selling experience important but not essential.

Very substantial income to the right man. Give record and reference in first letter. Enclose photograph. Confidential.

Address "Z," Box 261, Printers' Ink.

TO A
Publisher
who seeks an
**UNCROWDED
PROFITABLE
Field**

Here is a thoroughly seasoned man who enjoys splendid achievement record and reputation, and who combines sales ability, new publication ideas, and personality with an unusual background of eleven years' experience in the publishing field.

During the last five years he has been engaged in a new and profitable branch of the publishing business, the possibilities of which have hardly been touched as yet.

Aggressive, loyal, hard hitting man, ideally equipped to "carry on" in this specialized field for a publisher anxious to enter this lucrative and uncrowded market.

Married, age 37, can furnish excellent references. For a personal and mutually confidential interview, address "Publisher's Executive," Box 265, Printers' Ink.

Advertising or Sales Executive

A change in our merchandising plan forces us to release a valued advertising executive.

This advertisement is inserted as a gesture of good-will toward this man and his next employer. He has proven his ability with us and we feel that in helping him locate himself we are merely demonstrating the same brand of loyalty which he has always practiced.

To those who can use an exceptionally capable merchandiser, writer, or agency contact executive we will be glad to furnish full details of his eighteen years' experience.

Incidentally, this man has several accounts which may prove attractive to a Mid-West advertising agency.

Write "President," Box 263
Printers' Ink

calls and working with them to improve their time-efficiency.

* * *

Data on uninterrupted advertising records continue to hold the interest of the Schoolmaster. Campbell's Soup insertion of its thousandth advertisement in *The Saturday Evening Post* developed news which has led to searches of files and the Schoolmaster's announcement that N. W. Ayer & Son, Inc., had hung up a record of 1,144 consecutive advertisements in **PRINTERS' INK**. "Could that be excelled?" he asked.

"I can very easily knock the Ayer record for a row of loop-holes, myself," writes Charles Abel from Cleveland. He cites the record of the Eastman Kodak Company which has advertised every week in *Abel's Photographic Weekly*, consecutively, for a total of 1,146 issues. This record is set up only to be knocked down to make way for the Hammer Dry Plate Company, of St. Louis. Honors stay with the same publication, however, which has carried a total of 1,247 consecutive advertisements for this advertiser from the first issue to the issue of November 14, 1931.

The earliest contestant entered, so far, started his schedule in 1907. On the time element alone, then, this leaves honors open to long-time records in monthly, as well as weekly and daily publications. Does the Class concede first place on both scores to the Hammer people?

* * *

There has just come across the Schoolmaster's desk an announcement that will show the Class how a change in company name can be impressively made known through a light—but not too light—touch of humor.

"The Tail Was Wagging the Dog!" says the folder. Inside is this copy:

"The tail was wagging the dog, so to speak!

"You see, our company is in contact with hundreds of thousands of people—furnishing liquefied petroleum gases to homes, factories and the gas industry. The domestic product for homes beyond gas

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mains is called Philgas, and the great American Public has naturally dubbed us Philgas Company instead of Philfuels Company, our former corporate name.

"Not being a stubborn bunch of mules, we decided it would be much easier to let people call us Philgas Company than to ask a large majority of them to say Philfuels Company.

"The tail (a product) wagged the dog (the company)—so that's why we're Philgas Company now!

"The same company . . . the same personnel . . . the same address—just a new name."

Blaine & Hopkins, New Cleveland Business

Perry Blaine, formerly with the American Multigraph Company, and Benton Hopkins, of the H. K. Ferguson Company, have formed their own advertising business at Cleveland under the name of Blaine & Hopkins.

J. H. Newmark, Bank Director

J. H. Newmark, president of J. H. Newmark, Inc., advertising, has been elected to the board of directors of the Douglaston, N. Y., National Bank.

A PROPOSAL

to

GET TOGETHER

WE want to negotiate with a small but solid New York agency, or a forward-looking executive who would like to join us and shoulder part of the load which our aggressive, resultful methods have attracted.

We seek no cash investment; neither do we desire to purchase any accounts receivable.

More business is in prospect; more manpower is needed. Is there a Christian principal ready to help build a good "middle-size" agency from two good small agencies?

Address "A," Box 266,
Printers' Ink

AFTER a couple of years in Europe a copywriter, considered a star* by such firms as Batten, and Erwin, Wasey, wishes to re-enter agency work. If you are interested in the very first order of brilliant and colorful copy which yet keeps its feet on the ground, you should be interested in this advertisement.

Address "Y," Box 264, Printers' Ink.

*The above advertisement, including the asterisked statement has received the approval of the presidents of the companies mentioned.

Depression + Stimulation = Normalcy

The Plus factor (sales stimulation) is found and named in "POWERS THAT MOVE MEN TO ACTION."

Results under test: 150% increase in gross returns . . . 208% increase in net profits.

Mailed Without Charge on Letter-Head Request

ROBERT RUXTON

10 High Street

Boston, Mass.

Sell your product in New England

Salesman . . . for years N. E. district manager for \$20,000,000 corporation . . . desires to represent manufacturer of product sold in drug, grocery or hardware stores. Knows New England thoroughly and can give 100% service. "U," Box 262, Printers' Ink.

**NEW ANGLES
—SELL GOODS**

WHEN ALL OLD COPY FAILS

Copy Specialist now offers advertising managers confidential consultation by mail to develop successful appeal. What's your problem? Suite 316, Hotel Carteret, New York.

BINDERS

To make the files of the Printers' Ink Publications more accessible we sell binders at cost. The Weekly holding seven to nine copies is \$1.25, postpaid, and the Monthly holding six copies \$2.00, postpaid. These binders are an attractive addition to any desk or library.

Printers' Ink Publications
185 Madison Ave. New York

OPPORTUNITY

Advertising agency specializing in placing advertising in Foreign Countries is desirous of liquidating and will dispose of its business.

Would be valuable to any Domestic Agency desiring to open a Foreign Department. Only principals will have consideration.

Address Advertising Agency,
P. O. Box 822, City Hall Station,
New York City

Heating Systems Account to Sutherland

The Barnes & Jones Company, Boston, heating systems, has appointed the K. R. Sutherland Company, advertising agency of that city, to direct its advertising account. Business papers and direct mail will be used on this account. The appointment is effective December 1.

**Clarion Radio Advances
B. E. Klank**

Bernard E. Klank, for the last year and a half director of publicity for the Transformer Corporation of America, Chicago, Clarion radio receivers, has been appointed advertising and sales promotion manager of that company.

**Edward Dowden to Join
Perkins-Goodwin**

Edward Dowden, for seven years production manager of *Nation's Business*, Washington, D. C., on December 1 will take over the Southern territory for the Perkins-Goodwin Company, New York, manufacturer of paper and pulp.

**E. L. Cord Again Heads
Auburn**

E. L. Cord, president of the Cord Corporation, has again become president of the Auburn Automobile Company, a division of the Cord company. He succeeds R. H. Faulkner who has headed the Auburn company since February.

**Heads Detroit Office, Chicago
"Journal of Commerce"**

George E. Johnson, for the last six years vice-president and general manager of the *Michigan Investor*, is now in charge of the Detroit office of the *Chicago Journal of Commerce*.

Gets Stogie Account

M. Marsh & Son, Inc., Wheeling, W. Va., cigar manufacturer, has appointed Batten, Barton, Durstine & Osborn, Inc., to direct its advertising account. The Marsh company, established in 1840, is the maker of Marsh Wheeling stogies.

Ralph Williams Joins Krus

Ralph Williams, formerly production manager of the Dyer-Enzinger Company, Inc., advertising agency, has joined the Krus Engraving Company, Milwaukee. He will serve as a contact man.

TORONTO HAMILTON HALIFAX MONTREAL LONDON, Eng.	"GIBBONS KNOWS CANADA" J. J. GIBBONS Limited CANADIAN ADVERTISING AGENTS	WINNIPEG REGINA CALGARY EDMONTON VICTORIA VANCOUVER
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Classified Advertisements

BUSINESS OPPORTUNITIES

DISPLAY CARDS—SILK SCREEN CONCERN WILL SHARE LARGE FLOOR, facilities with similar firm anxious to reduce overhead. Confidential. Box 634, Printers' Ink.

WANT ASSOCIATE with some capital to join me in new enterprise in specialized advertising field. Sound, proven business offering opportunity for large profits. Box 637, Printers' Ink.

Our Circulation promotion plan insures a live wire, a minimum of \$2,000 for the next two months. Write fully
Scholastic Review
30 Irving Place, New York, N. Y.

TRADE JOURNAL WANTED—Small monthly on reasonable terms. All cash for especially attractive price. Box 632, Printers' Ink.

Advertising Representatives—New publication with concentrated New York City circulation is now appointing representatives throughout the country, correspondence invited. Scholastic Review, 30 Irving Place, New York, N. Y.

WANTED

Creative Printing Organization
An unusual opportunity is presented to responsible creative organizations to become associated with an old established printing firm doing a good grade of commercial and direct mail printing. Box 641, Printers' Ink.

CLEVELAND REPRESENTATIVE
Fourteen years' experience covering Ohio, Michigan and western Pennsylvania. Representing one trade publication. Would like to represent an additional good established publication in above territory. Sales record and reference furnished. Box 630, Printers' Ink.

EMPLOYMENT SERVICES

Specializing in Advertising Personnel
Executives, craftsmen, juniors, secretaries, clerical. Personal attention to all placements by Elizabeth Muncy for 10 years in charge of employment bureau for AAAA.

Muncy Placement Service

Caledonia 5-2611
280 Madison Avenue, New York City

For over thirteen (13) years we have successfully served General Managers, Sales Managers, Advertising Managers, Operating Managers, Comptrollers, Treasurers and other \$5,000.00 to \$50,000.00 men. We can help you, too. This is a NATIONAL INSTITUTION, but we do not discuss our work by correspondence. We want to see the men we accept as clients before offering our services to them. **INDIVIDUAL. CONFIDENTIAL.** Jacob Penn, Inc., 535 Fifth Avenue, cor. 44th Street, New York.

HELP WANTED

ADVERTISING SALESMAN with successful experience in selling outdoor, car card or publication space, to sell new media of advertising. Commission. Big earning possibilities. Permanent connection. Write Mr. Reister, 43 Worth Street, New York City.

EXPERIENCED WINDOW DISPLAY SALESMAN in New York, Philadelphia, Kansas City, Indianapolis, and Minneapolis territories for oil paint process house, strongly organized and well recognized. Liberal commission basis. Chance to build a business. Write fully, giving experience in detail. Patterson Displays, Inc., 1890 E. 40th St., Cleveland, Ohio.

POSITIONS WANTED

Artist available. Experienced as art director, visualizer, illustrator; good colorist and figure man; versatile. Have worked in high-class studio, agency and lithograph house. Box 639, P. I.

Circulation Manager—Ten years with leading trade publishers. Direct mail; fulfillment; office management; crew management; knows all details subscription work. Reasonable salary. Box 633, P. I.

ADVERTISING MAN desires Chicago connection with Advertising Agency, or Manufacturer. Five years' layout, copy, and contact experience. Knows printing, engraving and art work. Box 631, P. I.

ARTIST

Versatile—12 years' agency and publication experience—wants afternoon connection. \$25.00. Box 638, Printers' Ink.

COPY and LAYOUT—7 yrs. exp. planning and execution; merchandising and sales promotion. Can talk in language of consumer or trade. Agency or mfr. in Phila. area preferred. Salary won't stagger. Box 635, Printers' Ink.

TELEPHONE BUSINESS WOMAN
Soliciting, Contact, Collecting, Voice Personality, Broad Background, PRODUCER, Expert Salesmanship. Also A-1 Typist-Correspondent. Works without supervision. Salary and Commission. Chicago only. Box 636, P. I., Chicago Office.

EXPERIENCED sales and advertising man; originated and developed Tourist Third Travel plan for transatlantic steam ship lines; agency experience; sales and advertising manager one of largest aircraft corporations past four years; specialty—sales ideas and direct mail. Address Box 640, Printers' Ink.

YOU CAN USE THIS MAN

Research Engineer offers valuable constructive co-operation to manufacturers and agencies in planning effective, economical sales or advertising campaigns. Exceptionally wide background of basic facts and information on industrial, technical, trade and consumer markets. Compensation, moderate daily fee or by arrangement. Box 642, Printers' Ink.

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